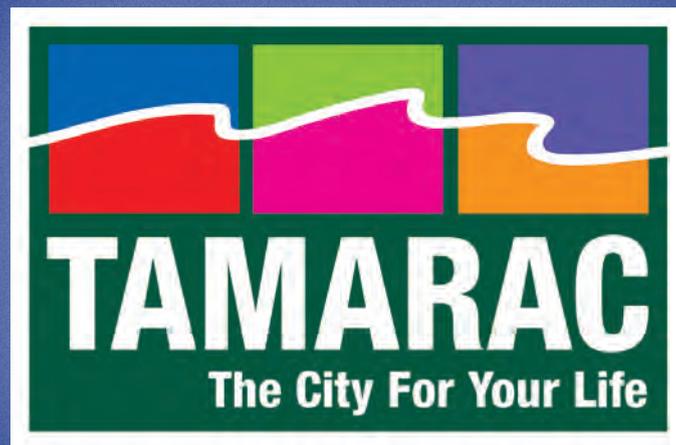


City of Tamarac, Florida

ADOPTED BIENNIAL BUDGET FOR FY 2012 AND FY 2013

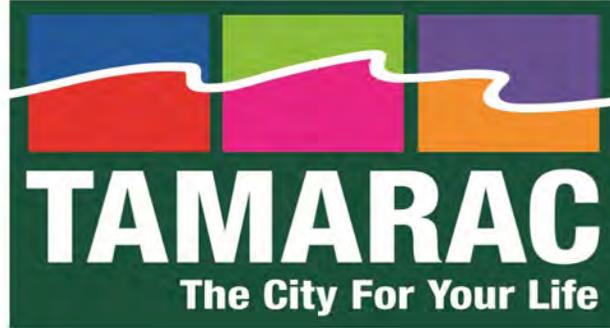


Our Vision:

*The City of Tamarac,
Our Community of Choice -
Leading the nation in quality of life through
safe neighborhoods, a vibrant economy,
exceptional customer service
and recognized excellence.*



MORE INFO: View
Tamarac's budget online.
QR Code links to: www.tamarac.org/Budget.



Adopted Biennial Budget

For FY 2012 and FY 2013

**CITY COMMISSION
TAMARAC, FLORIDA**

**Pamela Bushnell
MAYOR**

**Michelle J. Gomez
VICE-MAYOR**

**Marion Swenson
COMMISSIONER**

**Diane Glasser
COMMISSIONER**

**Harry Dressler
COMMISSIONER**

**Michael C. Cernech
CITY MANAGER**

LIVE
WORK
PLAY
SHOP

Vision, Mission & Values

Our Vision:

*The City of Tamarac, Our Community of Choice -
Leading the nation in quality of life through safe neighborhoods,
a vibrant economy, exceptional customer service and recognized excellence.*

Our Mission:

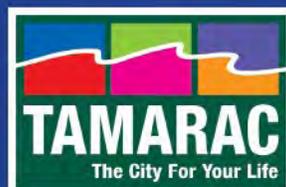
*We are:
"Committed to Excellence . . . Always"*

*It is our job to foster and create an environment that:
Responds to the Customer
Creates and Innovates
Works as a Team
Achieves Results
Makes a Difference*

Our Values:

As Stewards of the public trust, we value:

*Vision
Integrity
Efficiency
Quality Service*





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Tamarac
Florida**

For the Fiscal Year Beginning

October 1, 2010

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to the City of Tamarac for its annual budget for the fiscal year beginning October 1, 2010.

In order to receive this award, a governmental entity must publish a budget document that meets stringent program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

This is the 14th consecutive year that the City of Tamarac has received this distinguished and notable award.

EXECUTIVE TEAM

Michael C. Cernech
City Manager

Diane Phillips
Assistant City Manager

Samuel S. Goren
City Attorney

Claudio Grande
Chief Building Official

Peter M. J. Richardson
City Clerk

Andrew Berns
Community & Economic Affairs Officer

Jennifer Bramley
Director of Community Development

Mark C. Mason, CPA
Director of Financial Services

Mike Burton
Fire Chief

Maria Swanson
Director of Human Resources

Levent Sucuoglu
Director of Information Technology

Greg Warner
Director of Parks & Recreation

J. Marc Duguay
District Police Chief

Jack Strain
Director of Public Works

Raymond Gagnon
Director of Utilities

TAMARAC PERSPECTIVE

Tamarac is a beautifully developed community of residential, commercial and recreational areas, nestled in the center of Broward County between the Everglades Conservation Area and the Atlantic Coastal Ridge. All the pleasures of South Florida, limited only by one's imagination, can be found here and in the surrounding areas. Young families and retirees alike are drawn to our sub-tropical climate (averaging seventy-four degrees), highly desirable and strategic location, and our fresh and enthusiastic approach to business, education, healthcare, recreation and government.

Tamarac was once wetlands, pastures, fields, and part of the intricately rich Everglades ecosystem comprised of cypress swamp and marsh. As a result, our residential neighborhoods abound with waterways, lakes and open spaces, offering a habitat to ducks, cattle egrets, and the majestic heron with its graceful appearance. Tamarac was incorporated on July 19, 1963 by developer Kenneth E. Behring. Jack Leff, member of the City of Tamarac's Public Information Board wrote that Ken Behring "...envisioned a retirement community living in reasonably priced homes. He offered a home with lots of land and practically no maintenance for the homeowner. Thus was born a new concept for gracious adult living."

Tamarac has since evolved into a City far more complex than the network of adult communities that Mr. Behring envisioned. Tamarac has 60,427

residents and the composition of those residents is also noteworthy. The median age of Tamarac residents fell from 65 in 1990 to 52.9 in 2000 to 49.3 in 2007. Tamarac is home to a wonderfully diverse melting pot of residents including American Indians, Pacific Islanders, African Americans, Hispanics, Asians and many others. According to the Census 2010 database, 32.8% of Tamarac residents refer to themselves as non-white. The City is experiencing the same demographic changes as all other cities in the South Florida region. Our population is becoming younger and

more diverse, and we are positioning ourselves to meet the service demands of our new residents.

Tamarac is the 13th largest city in Broward County and the 39th largest in Florida. Tamarac lies 11 miles northwest of Fort Lauderdale—the county seat.

Ideally situated in the expanding and dynamic tri-county commercial market, Tamarac benefits from nearby access to super-highways, railways, airways, and waterways, including Port Everglades, the Fort Lauderdale/Hollywood International Airport, Florida Turnpike, Sawgrass Expressway, Interstates 75 and 95, US 441, and US 1.

A full-service City covering an area of 12 square miles, Tamarac is one of Broward County's newer additions, having incorporated in 1963. The City is now 49 years young—old enough to adapt the

OUR MISSION:

The City of Tamarac,

Our Community of Choice –

Leading the nation in quality

of life through safe neighborhoods, a vibrant economy, exceptional customer service and recognized excellence.

TAMARAC PERSPECTIVE

best from our past, yet young enough to move through the new millennium with anticipation and excitement—a philosophy that highlights our city’s commitment to the future.

Residents of the City of Tamarac enjoy many recreational facilities within the city limits: 10 City parks (the Tamarac Sports Complex, Tamarac Park, Caporella Park, Veterans’ Park, Tamarac Commons Park, Tephford Park, Sunset Point, Landings Park, and Gary B. Jones Park for People and Pups) covering 153.6 acres. They also enjoy a 30,000 square foot Community Center, a Recreation Center, a Multi-Purpose Center, an aquatic complex, a 6.5 acre wildlife preserve, and 680 acres of freshwater canals and lakes which provide habitat for various species of native and exotic fish. Nature trails and bike paths are also accessible throughout the city, so residents can take full advantage of both indoor and outdoor recreational opportunities.

Those who call Tamarac home can enjoy regional sports and cultural facilities within close proximity and easy accessibility. Culture and performing arts lovers can access Broward Center for the Performing Arts, Miami City Ballet, and the Museum of Discovery and Science in nearby Fort Lauderdale. Sports fans make their way to the Florida Panthers’ games at the Bank Atlantic Center, the Florida Marlins’ and the Miami Dolphins’ games at Sun Life Stadium, or The Miami Heat at the nearby American Airlines Arena.

The City of Tamarac is also home to the 500-acre Tamarac Commerce Park. Seventeen major corporations have already located there, employing over 5,000 people. The Park is zoned as light industrial, which will accommodate manufacturers, office parks, research facilities and other like uses.

The Westpointe project has experienced rapid growth since opening in the Tamarac Commerce Park. This 158-acre Development of Regional Impact has an approved development order that includes office, commercial, and industrial land uses. Westpointe already boasts a hotel, 200,000 square feet of commercial use, 45,000 square feet of automotive dealership, 1,034,924 square feet of industrial/office use, and 440,000 square feet of industrial use. Twenty-six acres of lakes have been developed as part of the project.

In keeping an ever-watchful eye on the health of the City, now and in the future, Tamarac considers one of the greatest challenges to be that of creating and maintaining balance—with new growth and development in proportion to environmental and resource conservation. We must protect our wildlife, natural regions and other pervious areas, while we endeavor to progress forward.

*The City of Tamarac,
Our Community of Choice...*

OUR VISION:

We are:

“Committed to Excellence...Always”

It is our job to foster and create an environment that: Responds to the Customer; Creates and Innovates; Works as a Team; Achieves Results; Makes a Difference

READER'S GUIDE

INTRODUCTION SECTION

The first critical reading of the Adopted Biennial Budget for Fiscal Year 2012 and FY 2013 is the City Manager's Message. The reader will gain an understanding of the City Manager's vision, critical issues, recommended policy and operational changes, and the overall financial plan.

BUDGET OVERVIEW SECTION

This section provides the reader with the basic components that make up the FY 2012 and FY 2013 Budget. Included in this section are explanations of the type of government and type of budget, a description of the Budget Process, the Budget Calendar, budgetary highlights, and the FY 2012 ~ FY 2013 Personnel Complement. This section also includes a summary of the City Commission's Strategic Goals to support the direction of the budget as a plan.

NEW PROGRAMS SECTION

This section answers one of the most often asked questions: "What's new in the Budget?" In this section, you will find a list of new or enhanced programs, capital outlay, and capital improvement projects.

FINANCIALS SECTION

This section provides schedules of detailed revenue sources and expenditures for the General Fund and for all funds combined for a total FY 2012 Adopted and FY 2013 Planned Budget. Similar to a person with more than one checking account, a municipality categorizes revenue and expenditures into separate funds according to purpose. This section also includes a comparison of major revenue sources, the full cost allocation study, an overview of financial management policies, and a brief description of each fund.

PROGRAMS SECTION

This section explains the diverse services offered by the City of Tamarac. Each division of each department has identified a mission statement, a program description and strategic goals for the upcoming year. In addition, the Adopted Biennial Budget for FY 2012 and FY 2013 includes performance measures for each division. Performance Measurement is an ongoing process to evaluate and report how well the City is delivering its services.

Each Department and Division is responsible for goal setting and performance benchmarking to ensure alignment with the City's Strategic Plan.

The measures reported in this document reflect the City's effort to improve service provision, to check the quality of performance, and to make changes when necessary. Each measure will reflect a projection for the upcoming year, a target for FY 2013 and ultimately, a history of performance over three fiscal years.

The reporting of performance measures differs from standard goals and objectives because it goes further than simply reporting "achieved" or "not achieved"; it provides an ongoing method for measurement, and allows for gauging performance against internal, external, local and national standards.

ASSET MANAGEMENT PROGRAM SECTION

This section includes the City's Asset Management plan which provides a comprehensive listing and explanation of the capital requirements and associated funding for the City for the next several years.

APPENDIX SECTION

This section contains a glossary of commonly used terms and miscellaneous statistics for the City of Tamarac.

OUR VALUES:

As Stewards of the public trust, we value:

Vision

Integrity

Efficiency

Quality Service

Document Highlights:

City Manager's Transmittal Letter

Citywide Organizational Chart

Personnel Complement/Staffing Changes

Strategic Plan

New Programs and Capital Items

Budget Summary (Pie Charts/Graphs)

Departmental Programs and Performance

Asset Management Program

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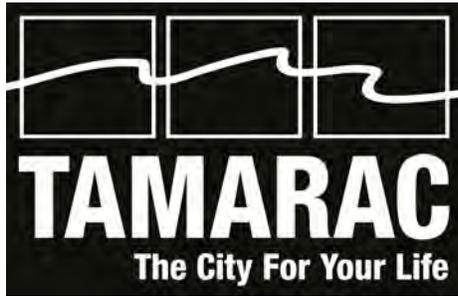
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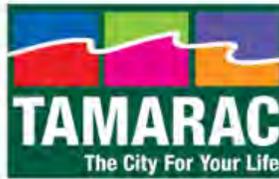
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**OFFICE OF THE
CITY MANAGER**



Michael C. Cernech
CITY MANAGER

November 9, 2011

The Honorable Mayor and Members of the City Commission
City of Tamarac
7525 NW 88th Avenue
Tamarac, FL 33321

Madam Mayor and Member of the City Commission:

It is our pleasure to communicate to you the official biennial budget document for fiscal years 2011-2012 and 2012-2013 adopted by the City Commission on September 21, 2011. The final budget was established upon the completion of your review and acceptance.

Following the release of the City Manager's Proposed Biennial Budget on June 13, 2011 a workshop was held with the City Commission on June 28, 2011 to discuss the proposed budget, programs and funding. In addition, following the release of the proposed budget minor adjustments were made including a decrease in the transfer amount from the General fund to fund the Fire Rescue Department, the addition of four (4) capital projects and the reduction of revenue estimates in the Enterprise funds. As such, the above adjustments were made and presented to the Commission during the final budget deliberations. The final budget adoption includes those changes as well as the programs and funding which had been included in the proposed budget.

Following is a summary of the Proposed and Final FY 2012 Budgets:

Fund Type	FY 2012 Proposed Budget	FY 2012 Increase/ (Decrease)	FY 2012 Adopted Budget
GENERAL	\$ 46,870,513	\$ (771,759)	\$ 46,098,754
SPECIAL REVENUE	25,266,269	36,582	25,302,851
DEBT SERVICE	3,073,800	-	3,073,800
CAPITAL PROJECT	5,991,700	195,700	6,187,400
ENTERPRISE	26,659,181	(184,634)	26,474,547
INTERNAL SERVICE	2,597,020	-	2,597,020
TOTAL	\$ 110,458,483	\$ (724,111)	\$ 109,734,372

I would like to thank the Mayor and Commissioners for their foresight and support of the proposed biennial budget as well as the continued support of the Financial Policies for long-term financial planning. As we are all aware, a budget encapsulates the plans and initiatives needed to help drive our success both today and into the future. As the adoption phase of this budget cycle has ended and the planning for the upcoming cycle begins, the work put into this year's biennial budget will provide a solid foundation for "Sustainability" for our future.

Sincerely,

Michael C. Cernech
City Manager

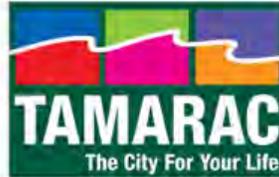
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EQUAL OPPORTUNITY EMPLOYER

**OFFICE OF THE
CITY MANAGER**



Michael C. Cernech
CITY MANAGER

June 14, 2011

The Honorable Mayor and Members of the City Commission
City of Tamarac
7525 NW 88th Avenue
Tamarac, Florida 33321

Madam Mayor and Members of the City Commission:

It is my privilege to submit to you for your consideration the City of Tamarac Proposed Biennial Budget for Fiscal Year 2012 (FY 2012) and Fiscal Year 2013 (FY 2013) and the FY 2012 - FY 2017 Asset Management Program Budgets. These documents represent the very first financial, operational and asset management plans prepared since my appointment as City Manager earlier this year, and I believe you will find them fiscally responsible in light of the historic recession our City is currently experiencing.

This budget reflects the first biennial budget prepared for the City of Tamarac— an innovative approach to budgeting that is increasingly being used by local governments throughout the United States. As part of this process, two separate twelve-month budgets are prepared and approved by the City Commission. The first year of the biennial budget is adopted as the FY 2012 Budget as required by State Statute. At the same time, the Commission will also approve the second year Planned FY 2013 Budget. Next year, staff and the Commission will have the opportunity to update and adopt the FY 2013 Budget and formally set the millage rates through an abbreviated process. This review will allow the opportunity to make any necessary adjustments to revenues and expenditures in order to accommodate needs changed since the planned budget was prepared.

The development of the Biennial Budget has been the culmination of work spanning the past seven months. The process for preparing, compiling, reviewing and critiquing information includes City employees, City Management, the Mayor and City Commission, and the residents of Tamarac; the participants alone confirming the importance of the budget preparation exercise. Stabilization and predictability are two of the primary benefits of and motivations for multi-year budgeting. Strategic planning, long-range financial planning, rate setting, program evaluation, and thorough operational analyses have been conducted to ensure effective multi-year budgeting. Managing the budget is an ongoing process and continues throughout the Fiscal Year with peak budget analysis during the development process. This document is aligned with the City's annual goals and objectives set by you and contained in the Strategic Plan.

The intent of a biennial budget process is to focus implementation of major policy decisions in a two year cycle. The biennial process is particularly germane as we face the toughest fiscal challenges of our careers, because we must demonstrate that the actions needed to balance the budget are sustainable in the years to come. The proposed budget continues to recognize and address our community's needs while dealing with an extended period of economic uncertainty. It also reflects the challenges of a further reduction in property values, an uncertain economic

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EQUAL OPPORTUNITY EMPLOYER

climate and the full impact of legislative and constitutional measures that have affected how local governments can levy ad valorem taxes today and in the future. The biennial budget has assumed that tax revenue will remain flat reflecting a proposed rolled-back rate for each year regardless of taxable value declines or increases. I believe you will find this budget to be fiscally responsible in light of the historic recession our economy is currently experiencing.

Beginning with the staff directed strategic planning session, followed by subsequent workshops with the Mayor and City Commission; staff has developed this proposed biennial budget for FY 2012 and FY 2013. The City continues to be faced with challenges experienced in the past three years. Those challenges included a decrease in taxable assessed values over the last four years of 42.9%, coupled with a stagnant economy which has resulted in a further erosion of revenues in the General Fund and high unemployment. However, with the City Commission's guidance regarding "Sustainability", staff has crafted a budget that meets those goals outlined in the Strategic Plan. Tamarac previously implemented a number of fiscal policies that have allowed our community to be better positioned than most to weather the economic challenges the nation is currently facing. Because of this, we are in the now enviable position of maintaining historically provided municipal core services at a time when many local governments are scaling back.

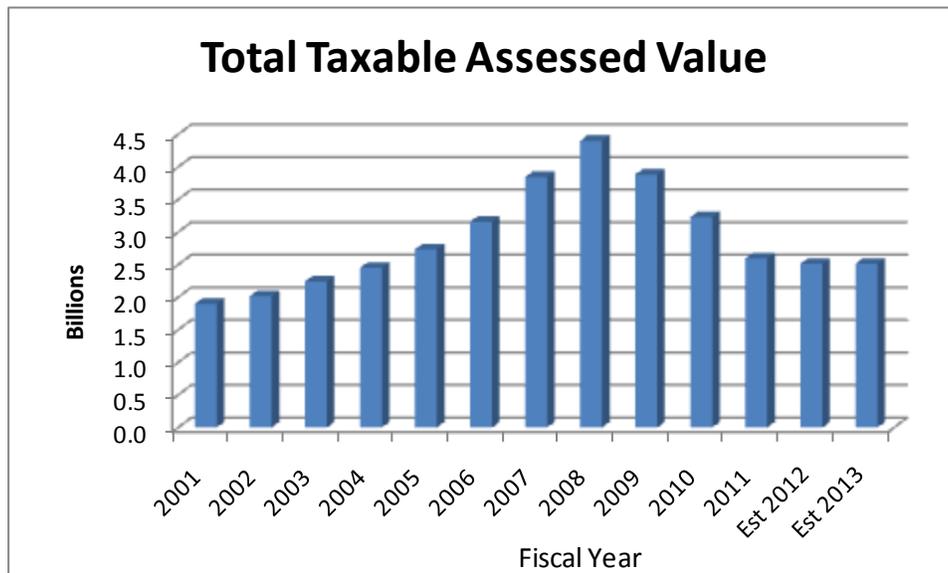
The budget that accompanies this message includes estimates of State revenue sources that have been projected to remain flat with recommended millage rates that will provide the same level of ad valorem tax revenue each year as the current year plus growth. Also proposed is a debt service millage rate of .0922 (based upon June 1, 2011 preliminary values) that is slightly higher than the current rate of .0894 mills due to the overall estimated 2.6% decrease in taxable value, a newly created Asset Management Plan that takes into account long-term financial planning for the City's assets, and one-time expenditures that will be further explained throughout this document. I have also provided examples of how the proposed millage rates will impact property owners at various property value levels.

The Proposed General Fund Budget for FY 2012 is \$46,870,513 and for FY 2013 is reduced to \$44,849,771. Pursuant to Florida's TRIM requirements, municipalities may collect the same level of property tax proceeds at a corresponding millage rate that is equal to the previous year, plus any tax proceeds from new construction, without the millage rate being classified as an increase. The so called "rollback" rate (or "rollup" in recent years due to declining Taxable Values) equates to a millage of 6.6789 for FY 2012. This proposed rolled back millage rate is .1789 mills higher than the FY 2011 millage rate of 6.5000 mills for general operations, but may be subject to a minor adjustment upon receipt of the final certified taxable values on July 1, 2011. The FY 2013 millage rate is estimated to be the same or lower depending on taxable assessed values provided in FY 2012. These millage rates are intended to capture the same amount of revenue as collected in the current fiscal year from existing taxpayers, coupled with reassessments reflective of the current housing market and the application of Save our Homes exemptions and will provide sufficient funding to meet both FY 2012 and FY 2013 strategic plan goals and objectives while ensuring sustainability through long-range financial planning.

Comparisons with previous year's budgets are provided in the accompanying tables. There are several very important facts to keep in mind as the Commission assesses those comparisons. With the first budget amendment in FY 2011, the City approved two refundings of existing debt and purchased land. In addition, there were impacts associated with pension plan contributions and grant awards. An additional change in FY 2012 reflects a onetime transfer from the General Fund for the purpose of establishing a Capital Equipment Fund in conjunction with ensuring sufficient funding is available for future replacements. These planned timely replacements will result in a forecasted decrease in maintenance costs citywide.

Four years ago, even though the City's population continued to grow, staff forecasted the downward shifts in taxable value that would affect future revenue streams. The actual results have been even more severe than anticipated approaching a 43% reduction in value from its highest level in Fiscal Year 2008. The total taxable value has decreased to an estimated \$2,513,115,159 from an adjusted high in Fiscal Year 2008 of \$4,402,093,105. This translates to a 42.9% decrease over four years. The projected taxable value is essentially equivalent to values in 2004, but with a population gain of 8,500. In addition, over the past three years, the City has experienced a dramatic increase in the number of properties that have a \$0 taxable value, increasing from 2.9% (912) of the total number of properties in the City in FY 2009 to 11.32% (3,574) in FY 2011. It is expected that this trend will continue in FY 2012 with an estimated decrease in taxable value of 2.6% and stabilize in FY 2013. With the "Save our Homes" maximum of 3% increase in taxable value and the 10% maximum increase in taxable value for Non-Homesteaded and Commercial Properties on an annual basis, the number of properties that have zero taxable values will likely remain stable over the next five years.

As the Commission is aware, over the past three years, the City has decreased its overall budget through reductions in staffing and trimming of operating expenditures. This proposed biennial budget stabilizes staffing, maintains service delivery metrics, and provides for enhancements to facility maintenance.



Legislative changes governing how millage rates are established were enacted during the 2007 Legislative Session and additional changes we made via a referendum in 2008 affecting Fiscal Year 2010 and beyond. The referendum increased the homestead exemptions from \$25,000 to \$50,000 and rules for portability of the "Save Our Homes" values were approved. In addition, there is now an annual 10% cap on assessed value increases for non-homesteaded property (both residential and commercial), with another amendment to this Legislation on the ballot for 2012 to decrease the cap to 5%. Another referendum proposed for calendar year 2012 will provide a maximum \$200,000 exemption for first time home buyers (defined as a buyer who has not owned a home in the past three years) prorated to zero over five years (not including the constitutional amendments of \$50,000). Although the full extent of the 10% cap for non-homesteaded and commercial property has not been felt to date, there will be a significant impact in the future. As values reset downward annually, those will become the new starting points going forward.

As stated in last year's transmittal, this is the "New Normal". The City has recognized this "New Normal" by restructuring itself, downsizing with a "core service" approach, and implementing long-range financial planning in conjunction with its strategic planning. With setting the tax (millage) rate of 6.5000 mills in FY 2011, the City has, to a great extent, established limits on ad valorem tax revenue for future years. This biennial budget has planned for no change in revenue (except for growth) in ad valorem taxes and has proposed the rolled-back rate of 6.6789 mills for FY 2012 and FY 2013, subject to minor modification upon receipt of certified values.

Although the reduction in taxable value and legislative restrictions primarily impact the General Fund, other funds are affected by the stagnation in the construction industry. The Building Fund is particularly affected by changes in the construction industry and the staff has proposed subsidizing its operations in the amount of \$198,648 and \$287,361, in FY 2012 and FY 2013, respectively. Although it is possible that a new residential development may come online in FY 2012, staff has not forecasted revenues since the timing of the construction commencement is still unknown.

The proposed FY 2012 Budget for all funds totals \$110,458,483 which is \$26,580,662 less than the amended FY 2011 Budget, a decrease of 19.40% and \$8,405,122 higher than the FY 2011 adopted budget of \$102,053,361, an increase of 8.24%. The overall decrease in the budget from the amended budget is due primarily to the fact that \$29 million in bond refunding occurred in FY 2011 that is not duplicated in FY 2012. The increase from the adopted budget is due to new capital improvements, a transfer of \$2 million from the General Fund to establish a Capital Equipment Fund, one-time expenditures for capital maintenance, and increases in the Fire Rescue Fund for equipment replacement, one additional Captain and three additional Firefighter positions.

Fund Type	FY 2011	FY 2011	FY 2012	FY 2013	Change from	Change from
	Adopted	Amended	Proposed	Proposed	FY 2011 Adopted	FY 2011 Amended
General	44,734,223	44,795,956	46,870,513	44,849,771	4.78%	4.63%
Special Revenue	23,175,912	26,458,280	25,266,269	24,887,498	9.02%	-4.51%
Debt Service	2,831,700	12,332,700	3,073,800	2,713,500	8.55%	-75.08%
Capital Projects	2,691,975	24,771,229	5,991,700	3,134,400	122.58%	-75.81%
Enterprise	26,450,539	26,461,968	26,659,181	27,877,496	0.79%	0.75%
Internal Service	2,169,012	2,219,012	2,597,020	2,612,691	19.73%	17.03%
Total All Funds	\$ 102,053,361	\$ 137,039,145	\$ 110,458,483	\$ 106,075,356	8.24%	-19.40%

Expenditure/Expense Category	FY 2011	FY 2011	FY 2012	FY 2013	Change from	Change from
	Adopted	Amended	Proposed	Proposed	FY 2011 Adopted	FY 2011 Amended
Personal Services	36,798,764	38,478,342	38,875,883	39,987,532	5.64%	1.03%
Operating	36,119,315	37,933,729	36,785,756	37,013,997	1.85%	-3.03%
Capital/infrastructure	6,102,975	26,921,076	7,646,945	6,855,915	25.30%	-71.59%
Grants & Aid	97,740	97,740	97,740	97,740	0.00%	0.00%
Debt Service	4,134,500	14,338,627	4,632,300	4,267,300	12.04%	-67.69%
Reserves	8,290,458	6,440,141	8,050,269	6,308,877	-2.90%	25.00%
Transfers	10,509,609	12,829,490	14,369,590	11,543,995	36.73%	12.00%
Total	102,053,361	137,039,145	110,458,483	106,075,356	8.24%	-19.40%

Fund Type	FY 2011 Adopted	FY 2011 Amended	FY 2012 Proposed	FY 2013 Proposed	Change from FY 2011 Adopted	Change from FY 2011 Amended
General						
Operating Expenditures	72,918,079	76,412,071	75,661,639	77,001,529	3.76%	-0.98%
Capital Expenditures	6,102,975	26,921,076	7,646,945	6,855,915	25.30%	-71.59%
Total	\$ 79,021,054	\$ 103,333,147	\$ 83,308,584	\$ 83,857,444	5.43%	-19.38%

The Proposed FY 2013 Budget for all funds totals \$106,075,356 which is \$4,383,127 less than the FY 2012 Proposed Budget, or a decrease of 3.9%. The overall decrease in the FY 2013 budget from the Proposed FY 2012 budget is a reduction in the one-time expenditures budgeted in FY 2012 that are not included in FY 2013. Although the budgets include anticipated increases in Personal Services associated with pay increases and health insurance, most operating expenditures have remained relatively flat based upon projections of estimated costs.

The summary charts for operating expenditures and capital expenditures above have been provided to identify changes solely associated with operating expenditures, including personal services, and capital/infrastructure expenditures for all funds. As was adopted in the Financial Policies, capital projects are budgeted on a "life-of-the-project" basis until completed or de-obligated by the City Commission. In other words, once the capital improvement has been budgeted, the funding will be carried forward with the project into the future, and not re-budgeted as was previously done. Staff will be proposing to add multi-year grants to this policy for the same purpose. These summaries provide an example of the impact of not re-budgeting capital improvements following adoption of the budget.

Personal Services costs represent 35.2% of the total budget and 31.6% of the General Fund proposed budget. The General Employee Union contract expires on September 30, 2011, therefore we have included an estimate for wages for general employees. In addition, a 3% increase for non-represented employees and step increases with annual one-time buyouts at 2% of wages for topped-out union personnel for Fire Union employees have also been included in the proposed budget. In addition, pension contributions for all three active plans are anticipated to remain at their FY 2011 level of 25% for General Employee, 35% for Elected and Non-represented, and 48% for the Fire Pension Plan. The budget has also planned for an overall 10% increase in insurance costs.

The General Fund proposed budget for FY 2012 is \$46,870,513, which is \$2,074,557 more than the FY 2011 amended budget and \$2,136,290 more than the FY 2011 adopted budget of 44,734,223.

Fund Type	FY 2011 Adopted	FY 2011 Amended	FY 2012 Proposed	FY 2013 Proposed	Change from FY 2011 Adopted	Change from FY 2011 Amended
General						
Personal Services	14,577,574	14,619,367	14,816,307	15,288,329	1.64%	1.35%
Operating Expenditures	19,115,690	19,360,089	19,239,856	19,396,895	0.65%	-0.62%
Capital Outlay	307,500	299,291	176,420	95,350	100.00%	-41.05%
Grants & Aid	97,740	97,740	97,740	97,740	0.00%	0.00%
Reserves	2,677,816	927,499	859,000	859,000	-67.92%	-7.39%
Transfers	7,957,903	9,491,970	11,681,190	9,112,457	46.79%	23.06%
Total	\$ 44,734,223	\$ 44,795,956	\$ 46,870,513	\$ 44,849,771	4.78%	4.63%

Following is a summary of the General Fund with a comparison between the operating departments and non-departmental including reserves.

Fund Type	FY 2011 Adopted	FY 2011 Amended	FY 2012 Proposed	FY 2013 Proposed	Change from FY 2011 Adopted	Change from FY 2011 Amended
General						
Operating Departments	31,883,284	32,131,267	32,487,041	33,046,662	1.89%	1.11%
Non-Departmental	12,850,939	12,664,689	14,383,472	11,803,109	11.93%	13.57%
Total General Fund	\$ 44,734,223	\$ 44,795,956	\$ 46,870,513	\$ 44,849,771	4.78%	4.63%

The General Fund proposed FY 2012 proposed budget includes a transfer out to create a Capital Equipment Fund, to fund one-time expenses for software, for much needed facility maintenance, to fund new cost neutral programs in Parks and Recreation, and to continue the path set forth in the FY 2011 budget process; the delivery and provision of the City’s basic or “core” services within the “New Normal” environment. In addition, the FY 2012 proposed budget includes using \$1,357,456 in undesignated reserves to continue to provide these basic services. The same levels of service have been provided for in the FY 2013 Planned Budget.

Highlights of the program enhancements and one-time expenses in the General Fund for FY 2012 are as follows:

- Two (2) new Code Enforcement Officer positions to maintain and revitalize our built environment ~ \$148,000
- Citywide Facility Repairs and Maintenance including flooring and exterior paint for various facilities ~ \$111,000
- Expansion of the Neighborhood Partnership and Meeting Program and a greater financial commitment to the Homeowners Liaison Program ~ \$23,000
- Performance Measurement Software to improve the quality and relevance of performance information for all users ~ \$80,000
- Parks and Recreation enhancements and program expansion to increase resident services and participation, as well as, enhance sustainable revenue opportunities ~ \$50,250
- City Website Redesign to showcase the professionalism of the government, to optimize the experience for visitors, and to entice new residents and businesses to relocate to Tamarac ~ \$50,000
- Expanded Parks and Recreation programming to include the offering of a variety of Sports Leagues to residents of all ages ~ \$14,000 (the full cost is offset by revenues)
- Citywide Telephone System Upgrade to better serve the employees and customers of the City ~ \$79,000

Strategic Plan

This budget has been aligned with the Strategic Plan’s Five Goals and the associated strategies to achieve those goals. A separate section of the budget book and this Executive Summary provides comparative benchmarks associated with the progress made with respect to the strategies identified in the staff-directed strategic planning session held earlier this Fiscal Year and presented to the City Commission in a workshop.

Millage Recommendation

It is staff's recommendation to maintain the same level of funding derived from ad valorem taxes for FY 2012 and FY 2013 as provided for in FY 2011. This millage rate recommendation is considered to be the rolled-back rate and, although higher for FY 2012 than the rate adopted in FY 2011, represents the same millage rate necessary to achieve the same tax levy as in the prior year, excluding growth, i.e. new construction, annexations, additions, etc. The rolled-back millage rate is not considered to be a tax increase.

This Budget proposes a millage rate of 6.6789 mills, an increase of 3.3% over the current millage rate of 6.5000 mills and is equal to the rolled-back rate subject to minor modifications following receipt of the Certified Values from the Property Appraiser. This millage rate will generate budgeted property tax revenue of \$15,946,558 for FY 2012 which is 95% of the total tax levy of \$16,785,780, as required by Florida Statutes.

The proposed property tax levy of \$15,946,558 is (\$65,902) or .41% less than the FY 2011 property tax levy of \$16,012,460 (at 95%). This is due to the adjustments in the final taxable from October 2010 as a result of value adjustment board findings that impacts the rolled-back rate for the subsequent year.

The following table provides the potential revenue available to the City at the millage rates allowable by State Legislation. It further provides the ad valorem levy calculation in accordance with State legislation as well as the budget amount and change in relation to revenues at the current rate of 6.5000 mills.

Proposed FY 2012					
Millage Rate	Ad Valorem Levy	Budgeted Amount (at 95%)	Change in Budgeted Receipts from 6.5000 Level ⁽¹⁾	Description of Legislative Limitations	
6.5000	16,855,221	16,012,460	-	Current Millage Rate	
6.6789	16,784,845	15,946,558	(65,902)	Proposed Millage Rate	
6.6789	16,784,845	15,946,558	(65,902)	Rolled-Back Rate	
8.2307	20,684,697	19,650,462	3,638,002	* Adjusted Rolled-Back Rate for Voting	
9.2503	23,247,069	22,084,716	6,072,256	* Adjusted Rolled-Back Rate with Growth Factor - Majority Vote	
10.1753	25,571,701	24,293,116	8,280,656	* 110% of Adjusted with Growth Factor - 2/3 Vote	

(1) FY 2011 Budgeted receipts of \$16,012,460.
 * Proposed Rates are considerably lower than what is allowable (although still considered to be a tax increase).

The following table compares the estimated distribution of the ad valorem levy at the current millage rate and the proposed rate of 6.6789.

User Code Type	FY 2011 Taxable Value	FY 2011 Ad Valorem Levy @ 6.5000 ⁽¹⁾	% of total	FY 2012 Taxable Value	FY 2012 Ad Valorem Levy @ 6.6789 ⁽¹⁾	% of Total
Improved Single Family Residential	\$ 1,094,567,480	\$ 7,114,689	44.95%	\$ 1,069,806,150	\$ 7,145,128	45.30%
Condominiums	379,042,870	2,463,779	15.57%	378,418,020	2,527,416	16.02%
Improved Commercial	489,761,040	3,183,447	20.11%	462,732,790	3,090,546	19.59%
Improved Industrial	194,548,050	1,264,562	7.99%	180,052,210	1,202,551	7.62%
All others	277,081,840	1,801,032	11.38%	270,734,780	1,808,211	11.46%
Total Taxable Assessed Value	\$ 2,435,001,280	\$ 15,827,509		\$ 2,361,743,950	\$ 15,773,852	

(1) Does not include Tangible Personal Property.

At the proposed millage rate of 6.6789 mills (based upon June 1, 2011 preliminary taxable values), the burden on condominium and single-family residential has increased marginally while at the same time improved commercial and industrial have declined. Based upon preliminary values by class, single family residential taxable assessed values decreased 2.26%, condominiums decreased .16% (essentially holding their values) while commercial and industrial properties decreased the greatest by 5.5% and 7.5%, respectively.

The average taxable value of a single family residential unit has decrease 2.23% from \$69,285 to \$67,739 and condominiums have decreased .17% from \$26,577 to \$26,533. These averages include the "Save Our Homes" limitations and all exemptions.

	Single Family Residential ⁽¹⁾			Condominiums		
	FY 2011	FY 2012	% Change	FY 2011	FY 2012	% Change
Number of Parcels	15,798	15,793	-0.03%	14,262	14,262	0.00%
Market Value	\$ 1,787,757,770	\$ 1,757,676,910	-1.68%	\$ 710,507,410	\$ 700,363,330	-1.43%
Average Market Value	\$ 113,164	\$ 111,295	-1.65%	\$ 49,818	\$ 49,107	-1.43%
Taxable Value	\$ 1,094,567,480	\$ 1,069,806,150	-2.26%	\$ 379,042,870	\$ 378,418,020	-0.16%
Average Taxable Value	\$ 69,285	\$ 67,739	-2.23%	\$ 26,577	\$ 26,533	-0.17%
SOH Differential	\$ 74,370,460	\$ 102,452,160	37.76%	\$ 8,336,060	\$ 18,813,570	125.69%

(1) Improved properties only

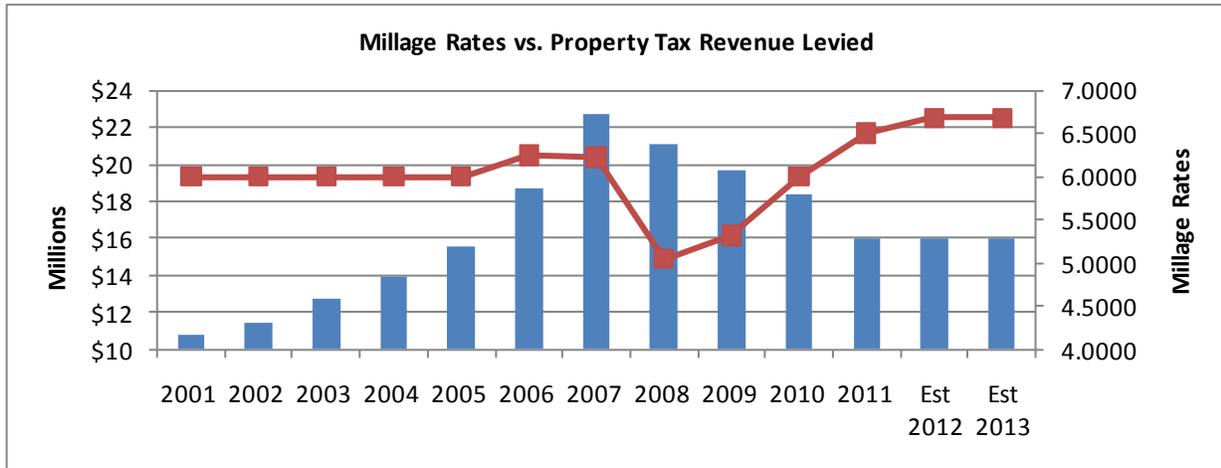
As a result of the recapture rule, as well as the normal changes in values for certain areas in the City, those properties that have "Save Our Homes" protection will experience a 1.5% increase in taxable assessed value even though there may have been a reduction in the just (market) value of the property (unless value is below the "Save Our Homes" value).

The following table provides the comparison of the FY 2011 ad valorem levy for homesteaded residential properties at various values. It assumes a 1.72% decrease in taxable assessed value for the scale in FY 2012.

Single Family Residential and Condominiums									
FY 2011 Assessed Value	Homestead Exemption	FY 2011 Taxable Value	Ad Valorem Levy @ 6.5000	FY 2012 Assessed Value	Homestead Exemption	FY 2012 Taxable Value	Ad Valorem Levy @ 6.6789	Difference	
\$ 53,567	\$ 28,567	\$ 25,000	\$ 162.50	\$ 48,186	\$ 25,000	\$ 23,186	\$ 154.86	\$ (7.64)	
75,000	50,000	25,000	162.50	73,710	50,000	23,710	158.36	(4.14)	
100,000	50,000	50,000	325.00	98,280	50,000	48,280	322.46	(2.54)	
125,000	50,000	75,000	487.50	122,850	50,000	72,850	486.56	(0.94)	
150,000	50,000	100,000	650.00	147,420	50,000	97,420	650.66	0.66	
175,000	50,000	125,000	812.50	171,990	50,000	121,990	814.76	2.26	
200,000	50,000	150,000	975.00	196,560	50,000	146,560	978.86	3.86	
225,000	50,000	175,000	1,137.50	221,130	50,000	171,130	1,142.96	5.46	
250,000	50,000	200,000	1,300.00	245,700	50,000	195,700	1,307.06	7.06	
275,000	50,000	225,000	1,462.50	270,270	50,000	220,270	1,471.16	8.66	
300,000	50,000	250,000	1,625.00	294,840	50,000	244,840	1,635.26	10.26	

As stated previously, the General Fund proposed budget for FY 2012 is \$46,870,513, using an estimated millage rate of 6.6789.

The following chart demonstrates the relationship between millage rates and property taxes levied since the decline in taxable assessed values beginning in calendar year 2008 or FY 2009.



Other Fund Highlights

Fire Rescue Fund The proposed FY 2012 budget for the Fire Rescue Fund is \$18,891,938 or \$593,319 more than the FY 2011 amended budget of 18,706,090 or a 4.9% increase. The FY 2013 proposed budget is \$18,873,201.

City staff engaged Government Services Group to conduct a study for the Fire Assessments Fees. The fees for the past three years were \$193 per equivalent residential unit (ERU). Based upon updated call volume and using a five year projected budget rolling average approach to establish the fees, staff recommends a rate of \$250 per ERU for FY 2012 and \$264 for FY 2013. The rate of \$250 per ERU represents 85% of the maximum amount that can be charged in FY 2012 and \$264 is 90% of the maximum amount for FY 2013.

Included in the FY 2012 and FY 2013 budgets are planned capital outlay requests for equipment replacements through FY 2015. Each year through 2015, 25% of the proposed replacement is being set aside for the future purchases. These funds show as transfers to the Capital Equipment fund where the equipment will be ultimately purchased from. The equipment requests include the upgrade of radios for \$50,000 per year through FY 2015 and replacement of self-contained breathing apparatus (SCBA) for \$90,000 per year through FY 2015.

Building Fund The proposed FY 2012 budget for the Building Fund is \$2,035,648 or \$141,506 less than the FY 2011 amended budget of \$2,177,154, a 6.5% decrease. The FY 2013 proposed budget is \$2,099,361. The budgets have been prepared in support of continuing operations and include a transfer in from the General Fund as a subsidy for operations of \$198,648 for FY 2012 and \$287,361 for FY 2013. Although it is possible that a new residential development may come online in FY 2012, staff has not forecasted revenues since the timing of the construction commencement is still unknown.

Drainage Retention Fund, Parks & Recreation Fund, Trafficways Impact Fee Fund, and Public Art Fund These funds have been budgeted with the entire fund balances appropriated as reserves or for specific projects. For the Drainage Retention Fund and Trafficways Impact Fee, it is anticipated that these funds will be used in support of the Main Street Economic Redevelopment Project for drainage and retention enhancements and roadway enhancements. For the Public Art

Fund, these funds have been budgeted for the purpose of providing funding for public art within the City. The Parks & Recreation Fund will be used to support the enhancements at Tephford Park and the Mainlands project.

Capital Projects Funds The proposed budget for the three Capital Project Funds is \$3,550,700 for FY 2012 and \$2,594,900 for FY 2013 and includes:

- \$300,000 for a Redevelopment and Corridor Study
- \$185,000 in FY 2012 and \$150,000 in FY 2013 for Woodmont Residential Development Entry Signage
- \$300,000 additional funding for Bikeways Path Phase 1
- \$40,500 additional funding for Tephford Park Playground addition for sidewalks, etc.
- \$1,500,000 for Bikeways Path Phase 2 consisting of \$750,000 MPO Grant Funding and a City Match of \$750,000
- \$50,000 for NW 80th Avenue Sidewalk
- \$75,000 for a Football Field Press Box at the Multi-Sports Complex
- \$250,000 additional funding for Mainlands Park

Stormwater Fund The proposed budget is \$5,212,400 for FY 2012 and \$5,339,960 for FY 2013. The primary revenue source for this fund is the Stormwater Utility Fee that is charged on a per equivalent residential unit (ERU) basis for improved property and for undeveloped property it is based on a set fee per acre.

Included in the Stormwater Fee for both Fiscal Years is an adjustment of 3% per the City Code. The FY 2012 fee will be recalculated based upon the CPI, if higher than 3%, as of June 2011 for budgetary purposes following issuance of the proposed budget. Also, several capital maintenance items and capital improvements have been included in the budget for stormwater including \$660,000 in various projects, such as culvert replacements and headwalls and other large scale repairs and maintenance, as well as, the installation of curbing along Southgate Boulevard.

Utilities Fund The proposed budget for FY 2012 is \$21,446,781 and for FY 2013 it is \$22,537,536. The Water and Wastewater Utility conducted a long-range financial planning study that looked at rates and miscellaneous fees over the next ten years. The City Commission adopted the proposed rates with a minimum adjustment of 5.25% annually. Revenues have been forecasted higher using 6.9% estimate of Water & Sewer CPI (subject to change based upon the actual CPI in June, published in July) pursuant to the adopted rate ordinance.

The biennial budget for the utility follows the long-range financial plan and provides support for continuing operations of the existing facilities, provides for an active renewal and replacement program to maintain aging infrastructure, and provides funding for capital improvements identified in the ten year capital improvement plan, six years of which are included in this biennial budget proposal. Also, the budget includes several capital improvements totaling \$2,847,000. These improvements are significant renewal and replacement projects for various components of the system. Detail can be found in the Asset Management Plan section of the budget under Capital Improvements.

Asset Management Program New this year is a section titled Asset Management Program, which is similar to a Six-Year Capital Improvement Program, but significantly expanded to include other asset management schedules.

Similar to last year, the Capital Improvement Plan is included in a six-year format beginning with FY 2012 and the five years following for planning purposes.

Other components of the Asset Management Program are a Capital Maintenance Plan for all significant improvements to existing facilities, a capital vehicle replacement plan for vehicles, and a capital equipment plan for capital equipment not included in the capital vehicle replacement plan. All plans follow the same format as the Capital Improvement Plan, current year plus five years for a six-year plan.

Conclusion

The City of Tamarac continues to face challenges resulting from a further reduction in property values, a stagnant national, state and local economic environment and the full impact of the legislative and constitutional measures that have placed severe limits on how local governments can levy ad valorem taxes. With this in mind, staff developed a biennial budget that is designed to provide predictability and sustainability. The proposed estimated millage rate of 6.6789 mills, along with all other revenue sources, preserves core services within the General Fund and other operating funds.

The format of the FY 2012 and FY 2013 Biennial Budget builds upon the success of the current Budget document that received the Government Finance Officers Association (GFOA) "Distinguished Budget Presentation Award" in recognition of its layout, planning, content and overall presentation. The award is noteworthy in that it is bestowed on only a small percentage of public organizations. It is believed that this Proposed Budget, which fully incorporates the City's Strategic Planning process with the annual allocation of financial resources, represents an excellent opportunity for the City Commission, staff, and residents to review the delivery of municipal services vis-à-vis our effectiveness, to accomplish the collective desires of the community. It is hoped that the Mayor, Commission, and the residents of Tamarac will continue to find the City's Budget to be user-friendly and serve as a continuing reference throughout the year as both a financial tool and operations guide.

I would also like to take this opportunity to recognize the dedication of the City of Tamarac's municipal workforce as they provide an extensive array of core services for residents with enthusiasm and pride, especially under the trying time of fiscal constraints. Many of these employees have contributed extensively in the analysis and preparation of this document, and I appreciate their demonstrated commitment to the continuous evolution and enhancement of the budgeting process.

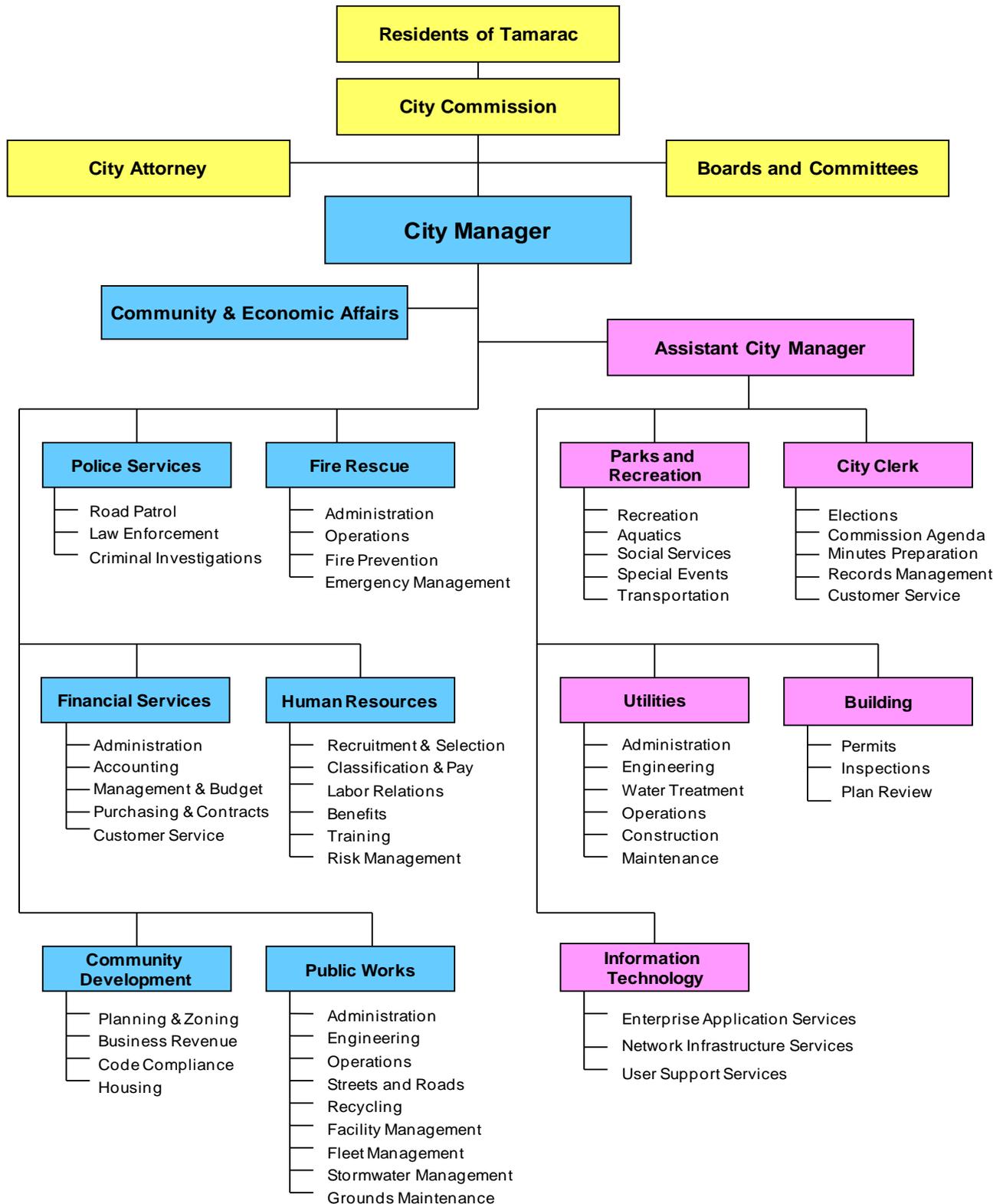
In conclusion, we firmly believe that this biennial budget proposal is both responsive and responsible. It is responsive to the service requirements of our residents and responsible in recognizing challenges resulting from the economic climate and the availability of resources. We eagerly anticipate the opportunity to work with the Mayor and City Commission in crafting the final adopted biennial budget.

Sincerely,



Michael C. Cernech

City of Tamarac Organizational Chart



BUDGET OVERVIEW

COMMISSION/CITY MANAGER FORM OF GOVERNMENT

The City of Tamarac is governed by a Commission/Manager form of government, which combines the political leadership of elected officials with the managerial experience of an appointed administrator. The City Commission consists of five members: the Mayor, Chief elected official-at-large, and four commission members elected from each of the four districts in the City. The legislative powers of the City are vested in and exercised by the City Commission, consistent with the United States Constitution, the Florida Constitution, Laws of the State of Florida, the City Charter, and City Ordinances. The City Commission is vested with policy-setting authority, adopting the annual budget, formulating goals and objectives, and making decisions that affect the quality of life in the community.

The City Manager is appointed by and is directly responsible to the City Commission. As the administrative head of the City, the Manager carries out the policies that are made by the Commission and directs and coordinates the work of all City departments. The Manager also prepares the Annual Budget for Commission consideration. The Commission-Manager form of government is ideal for Tamarac, as it affords the unification of authority and political responsibility in the elected City Commission, and centralization of administrative responsibility in a professional administrator.

THE PROGRAM/PERFORMANCE BUDGET

The Program/Performance Budget is an effective budget model, focusing on policy planning and resource allocation. It assumes that in an environment of scarce resources, elected officials must choose between different and competing items. They may find it necessary to choose between all or some of their recreational programming and all or some of their public works activities.

The Program/Performance Budget expands upon the basic line item budget concept giving residents, Commissioners, management and employees a better understanding of government's role in the community. Thus, the Program/Performance Budget improves the quality of decision-making and provides a mechanism to increase the efficiency

and effectiveness of City operations. This Program/Performance Budget has four separate areas which are a primary focus throughout the process.

Policy Document

The City's budget process is conducted within the framework of the Strategic Plan, Comprehensive Plan, and a comprehensive set of financial management policies, financial trends and fiscal forecast. The information contained in these documents allows the policy makers an opportunity to review policies and goals that address long-term concerns and issues of the City and evaluate City services.

Operations Guide

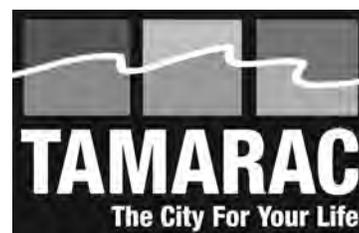
The budget describes activities, services and functions carried out through departmental goals and objectives and a continuation/enhancement of performance indicators. The document includes an organizational layout for the City and a three-year analysis on the levels of staffing.

Financial Plan

The budget presents the City's fiscal resources through a process of needs analysis, service delivery priorities, and contingency planning. The document includes the current and long-term debt obligations along with a comprehensive list of capital improvements (including an asset improvement plan, and the basis of budgeting for all funds).

Communications Device

The budget seeks to communicate summary information, including an overview of significant budgetary issues, trends and resource choices to a diverse audience. It describes the process for preparing, reviewing and adopting the budget for the ensuing fiscal year.



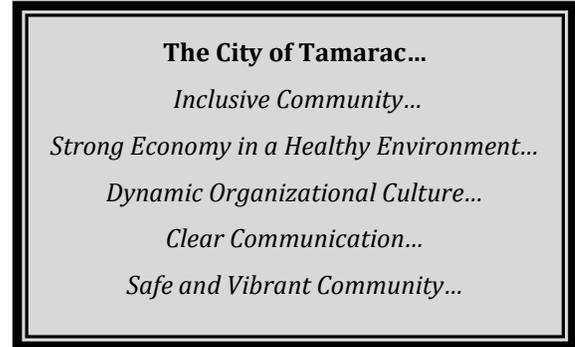
BUDGET OVERVIEW

THE BIENNIAL BUDGET

The City has embarked upon a new rolling biennial budgeting process. The rolling biennial budget process is one in which two (2) one-year budgets are prepared at the same time, with the second year being reviewed and updated, if necessary, midway through the biennium. As defined by Florida Statue 166.241(2), all municipalities within the State of Florida must adopt a balanced budget. A balanced budget is defined as “the amount available from taxation and other sources, including amounts carried over from prior fiscal years, must equal the total appropriations for expenditures and reserves”. The budget for FY 2012 was developed, analyzed, and adopted by the Mayor and City Commission. Over the next year, an “abbreviated” review of the FY 2013 Planned Budget will allow departments to revisit revenue projections, fund balances based on more current data, and consideration of issues not known when the FY 2013 Planned Budget was being developed.

Stabilization and predictability are two of the primary benefits of, and motivations for, multi-year budgeting. Departments should consider strategic planning, long-range financial planning, rate setting, program evaluation, and operational analysis to ensure effective multi-year budgeting. Managing the budget is an on-going process and should continue throughout the fiscal year with peak budget analysis during the development process.

The new Biennial Budget will run from October 1, 2011, to September 30, 2013, and is hereafter referred to as the Adopted Biennial Budget for FY 2012 and FY 2013. Departments are required to examine activities, programs, operations, and overall budget for even the smallest appropriations. This includes programs that are continuing from prior years. It is important to revisit all programs to analyze the benefits to the community, the indirect and direct cost to operate the program, and to ensure that the programs and services being provided continue to align with the City’s Mission and Strategic Goals. This analytical review is conducted by each department and includes a review of historical information, examination of the



appropriateness of personnel and financial resources, and preparing program modifications for streamlining operations.

The process for preparing, compiling, reviewing, and critiquing information includes City employees, City Management, the Mayor and City Commission, and Tamarac residents. The participants alone confirm the importance of the budget preparation exercise. Ultimately, funding decisions are based on the quality of information and justification prepared and submitted by each department, along with the strategic alignment of the requested resources to the City’s overall strategic goals.

One of the most effective tools to manage future financial risk from the unintended consequences of short-term decisions is the Financial Forecasting Model. Revenues are projected at conservative levels and compared to estimated cost increases in payroll, operating expenditures and capital outlay. The purpose of this financial exercise is to adequately prepare for future challenges, so it is always conservative in outlook. Using this tool helps keep us focused on long-term solutions, rather than short-term “fixes”. It is important to note that the City’s budget has always been balanced.



BUDGET PROCESS AND CALENDAR HIGHLIGHTS

Preparation of the Adopted Biennial Budget for FY 2012 and FY 2013 represents the culmination of a yearlong process that integrates financial planning, trend analysis, accounting enhancements, goals and objectives and strategic planning into service delivery. Pursuant to Florida Statutes, the total estimated expenditures shall not exceed the total estimated revenue and appropriated fund balance. The City also maintains a Capital Improvement Plan pursuant to Florida Statutes.

The City Charter requires the City Manager to submit a proposed budget to the City Commission by July 30th of each year. The City Commission holds budget workshops with city staff and the public. Pursuant to Florida Statutes, two public hearings are held in September, the first public hearing is for the adoption of a tentative millage and tentative budget. The second public hearing, held no less than two weeks following the first, adopts the final operating and debt service millage rates, along with the annual budget and capital improvement plan.



Florida law provides general guidelines regarding budget amendment policies. Florida law allows complete flexibility in modifying proprietary fund budgets during the year at regular public City Commission meetings. Appropriation of additional unanticipated revenue is also allowed by law in all fund categories for many types of revenue at public City Commission meetings. The law allows appropriation increases of any nature to occur through a supplemental budget process requiring advertised public hearings. Tamarac's budget amendment policy allows the maximum flexibility under Florida law. Budget amendments or transfers not requiring an increase in a fund total or department total are granted within guidelines to various levels of management. Formal legal appropriation by the City Commission is at the department level for the general fund and at the fund level for all other funds in order to allow the degree of flexibility provided by City policy.

January/February ~ Budget Kickoff

- *Strategic Planning Session
- *Long term fiscal forecast updates
- *Revenue forecast updates
- *Six year asset improvement program preparation

February/March ~ Development of Budget

- *Budget Office distributes Budget Guidelines
- *Departments prepare operating budget
- *Department meets with Finance to discuss budget proposal

April/May/June ~ City Manager Review

- *Detailed analysis of budget is accomplished
- *City Manager review of departmental requests
- *Budgetary Issues resolved
- *Proposed budget produced for City Commission

July 1 ~ Assessment Data

Assessed values for ad valorem taxes are received from the Property Appraiser (elected official) for all taxing districts setting the legal adoption timetable.

July/August ~ City Commission Establishes Proposed Millage Rate

Proposed ad valorem millage levies must be certified to the Property Appraiser by the City Commission within thirty-five (35) days of presentation of assessed values, and public hearing dates must be set.

August ~ Truth-in-Millage (TRIM) Notices

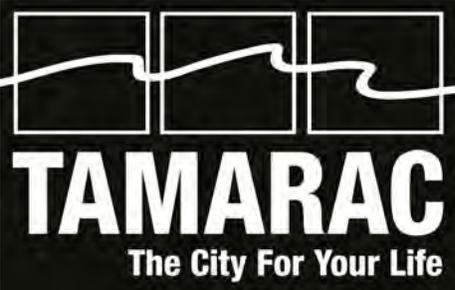
Property Appraiser mails TRIM notices stating proposed rates to all property owners.

September – Public Hearings

- *The first public hearing is held and the tentative millage rate and operating budget is approved.
- *The second public hearing is held within fifteen days following the first public hearing and the millage levies and final budget are both adopted.

October/November – Final Budget Document

The final document is produced, printed and distributed to the Mayor and City Commission and City Departments.



City of Tamarac, Florida
Adopted Biennial Budget for FY 2012 and FY 2013

BUDGET SUMMARY
CITY OF TAMARAC - FISCAL YEAR 2011/2012
(AS APPEARED IN NEWSPAPER ON SEPTEMBER 18, 2011)

GENERAL FUND VOTED DEBT	6.6850 0.0924	General Fund	Special Rev. Funds	Debt Service	Capital Projects	Enterprise Funds	Internal Sev. Fund	Total
ESTIMATED REVENUES:								
Taxes:								
Ad Valorem Taxes - Millage per \$1000	6.6850	\$ 15,940,441	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,940,441
Ad Valorem Taxes - Voted Debt	0.0924	-	-	220,329	-	-	-	220,329
Sales and Use Taxes		8,429,115	442,574	-	-	-	-	8,871,689
Permits, Fees & Special Assessments		5,008,226	12,224,708	-	-	5,102,400	-	22,335,334
Intergovernmental Revenue		6,361,180	535,777	-	750,000	-	-	7,646,957
Charges for Services		1,029,150	2,283,500	-	-	16,046,747	1,222,616	20,582,013
Judgments, Fines, and Forfeitures		439,000	75,000	-	-	-	-	514,000
Miscellaneous Revenues		1,121,500	26,100	147,600	135,000	5,325,400	65,000	6,820,600
Internal Service Charges		2,418,810	-	-	-	-	-	2,418,810
TOTAL SOURCES		\$ 40,747,422	\$ 15,587,659	\$ 367,929	\$ 885,000	\$ 26,474,547	\$ 1,287,616	\$ 85,350,173
Transfers In		2,206,900	6,168,750	2,672,600	2,481,500	-	-	13,529,750
Beginning Fund Balances/Reserves/Net Assets		3,144,432	3,546,442	33,271	2,820,900	-	1,309,404	10,854,449
TOTAL REVENUES, TRANSFERS & BALANCES		\$ 46,098,754	\$ 25,302,851	\$ 3,073,800	\$ 6,187,400	\$ 26,474,547	\$ 2,597,020	\$ 109,734,372
EXPENDITURES:								
General Government		\$ 10,870,253	\$ -	\$ -	\$ 1,609,700	\$ -	\$ -	\$ 12,479,953
Public Safety		13,452,981	17,883,838	-	40,000	-	-	31,376,819
Physical Environment		1,202,541	-	-	10,000	24,890,912	-	26,103,453
Transportation		4,880,886	-	-	2,063,700	-	-	6,944,586
Economic Development		459,646	492,497	-	-	-	-	952,143
Human Services		176,916	-	-	-	-	-	176,916
Culture/Recreation		3,464,181	-	-	536,500	-	-	4,000,681
Debt Service		-	220,000	3,073,800	-	1,308,500	-	4,602,300
Internal Services		-	-	-	-	-	2,347,020	2,347,020
TOTAL EXPENDITURES		\$ 34,507,404	\$ 18,596,335	\$ 3,073,800	\$ 4,259,900	\$ 26,199,412	\$ 2,347,020	\$ 88,983,871
Transfers Out		10,841,350	2,688,400	-	-	-	-	13,529,750
Ending Fund Balances/Reserves/Net Assets		750,000	4,018,116	-	1,927,500	275,135	250,000	7,220,751
TOTAL APPROPRIATED EXPENDITURES, TRANSFERS, RESERVES & BALANCES		\$ 46,098,754	\$ 25,302,851	\$ 3,073,800	\$ 6,187,400	\$ 26,474,547	\$ 2,597,020	\$ 109,734,372
The tentative, adopted, and/or final budgets are on file in the office of the above mentioned taxing authority as a public record.								

PROPERTY TAX MILLAGE SUMMARY

	OPERATING MILLAGE	DEBT SERVICE MILLAGE	TOTAL MILLAGE
FY 2011 ADOPTED MILLAGE	6.5000	0.0894	6.5894
FY 2012 ROLLED BACK MILLAGE RATE	6.6850	0.0924	6.7774
FY 2012 ADOPTED MILLAGE	6.6850	0.0924	6.7774
% INCREASE OVER ROLLED BACK RATE	0.00%	0.00%	0.00%
FY 2013 PLANNED MILLAGE	6.6850	0.0924	6.7774

FY 2012 VALUE OF 1 MILL *		
Mills	Gross Revenue	Net Revenue (95%)
1.00	\$2,510,009	\$2,384,509
0.75	\$1,882,507	\$1,788,382
0.50	\$1,255,005	\$1,192,254
0.40	\$1,004,004	\$953,804
0.30	\$753,003	\$715,353
0.25	\$502,002	\$476,902
0.10	\$251,001	\$238,451

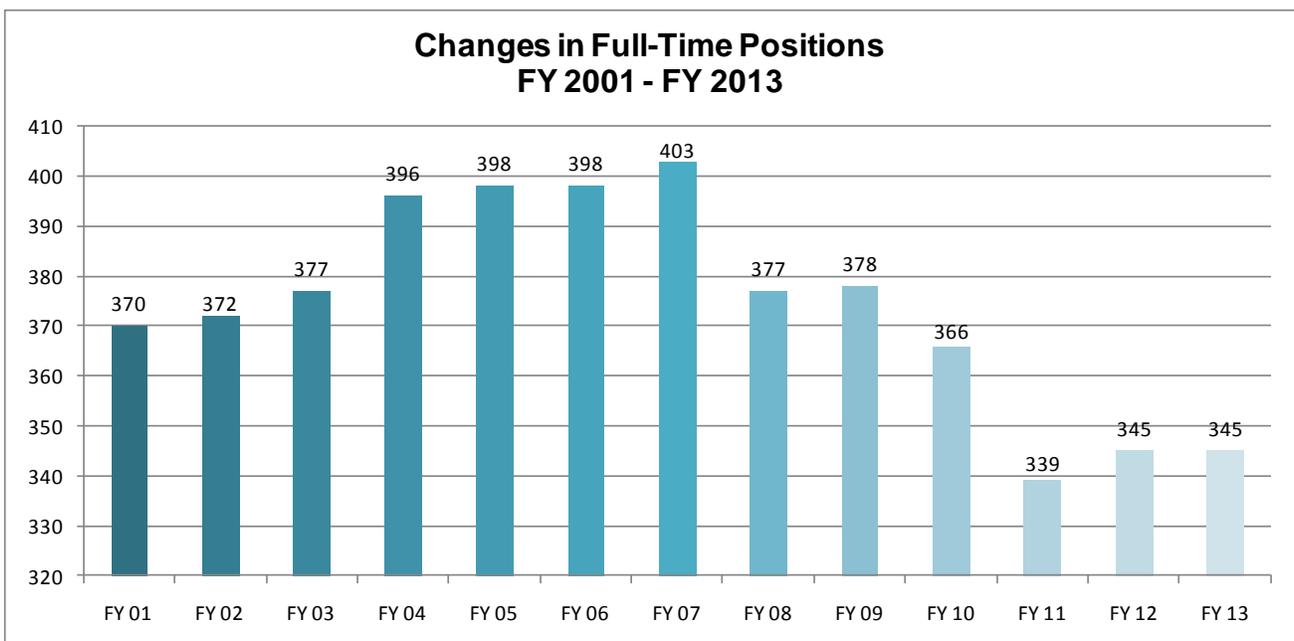
PROPERTY TAXES AT 6.6850 MILLAGE RATE		
Taxable Value of Dwelling	No Homestead Exemption	With Homestead Exemptions
\$175,000	\$1,170	\$836
\$150,000	\$1,003	\$669
\$125,000	\$836	\$501
\$100,000	\$669	\$334
\$75,000	\$501	\$167
\$50,000	\$334	\$0
\$25,000	\$167	\$0

12 YEAR MILLAGE, TAXABLE VALUE, AND REVENUE HISTORY				
Fiscal Year	Tax Rate/ Millage	Taxable Values	Tax Revenue Budgeted (95%)	% Change in Budgeted Revenue
2001	5.9999	\$1,896,076,685	\$10,807,457	N/A
2002	5.9999	\$2,014,323,202	\$11,481,451	6.24%
2003	5.9999	\$2,240,323,202	\$12,769,629	11.22%
2004	5.9999	\$2,449,334,313	\$13,960,973	9.33%
2005	5.9999	\$2,734,806,135	\$15,588,135	11.66%
2006	6.2499	\$3,156,737,816	\$18,742,831	20.24%
2007	6.2224	\$3,841,908,839	\$22,710,599	21.17%
2008	5.0496	\$4,402,093,105	\$21,117,369	-7.02%
2009	5.3215	\$3,883,284,328	\$19,631,653	-7.04%
2010	5.9999	\$3,229,109,048	\$18,405,615	-6.25%
2011	6.5000	\$2,599,727,754	\$16,053,319	-12.78%
2012*	6.6850	\$2,510,009,232	\$15,940,441	-0.70%

*Based on July 1, 2011 taxable values

PERSONNEL COMPLEMENT
FY 2010 - FY 2013 FUNDED POSITIONS

	FY 2010				FY 2011				FY 2012 Adopted				FY 2013 Planned			
DEPARTMENT	FT	PT	Temp	FTE	FT	PT	Temp	FTE	FT	PT	Temp	FTE	FT	PT	Temp	FTE
General Fund																
City Clerk	5	0	0	5	5	0	0	5	5	0	0	5	5	0	0	5
City Commission	2	5	0	4.5	2	5	0	4.5	2	5	0	4.5	2	5	0	4.5
City Manager	11	0	0	11	8	0	0	8	8	0	0	8	8	0	0	8
Community Dev.	14	0	0	14	12	0	0	12	14	0	0	14	14	0	0	14
Financial Services	17	0	0	17	23	2	0	24	23	2	0	24	23	2	0	24
Human Resources	7	0	0	7	7	0	0	7	7	0	0	7	7	0	0	7
Information Tech.	7	0	0	7	7	0	0	7	7.5	0	0	7.5	7.5	0	0	7.5
Parks & Recreation	29	11	43	48.8	24	11	49	45.8	25	11	49	46.8	25	12	49	47.3
Public Works	56.7	3	0	58.2	46.7	3	0	48.2	46.7	3	0	48.2	46.7	3	0	48.2
Total General Fund	149	19	43	172.5	134.7	21	49	161.5	138.2	21	49	165.0	138.2	22	49	165.5
Fire Rescue Fund																
Fire Rescue	102	0	0	102	98	0	0	98	102	0	0	102	102	0	0	102
Building Fund																
Building	16	2	3	18	16	0	3	17	15	0	3	16	15	0	3	16
Housing Fund																
Housing	2	0	2	2.7	2	0	0	2.0	2	0	0	2	2	0	0	2
Stormwater Management Fund																
Stormwater Mgmt.	21.3	0	0	21.3	21.3	0	0	21.3	21.3	0	0	21.3	21.3	0	0	21.3
Utilities Fund																
Utilities	73	0	0	73	64	0	0	64	63.5	0	0	63.5	63.5	0	0	63.5
Risk Management Fund																
Risk Management	3	0	0	3	3	0	0	3	3	0	0	3	3	0	0	3
All Funds Total	366	21	48	392.5	339	21	52	366.8	345	21	52	372.8	345	22	52	373.3



FY 2012 AND FY 2013 STAFFING CHANGES

Total of All Positions Adopted FY 2011	408
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Total Full Time Equivalents (FTE) Adopted FY 2011	366.8
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Position Changes during FY 2011 and FY 2012	Change	Notes
City Manager's Office FT Deputy City Manager	-1	Eliminated During FY 2011
City Manager's Office FT Management Intern	1	Added During FY 2011
Community Development FT Office Coordinator	-1	Reclassified During FY 2011
Community Development FT Assistant Planner	1	Reclassified During FY 2011
Community Development FT Code Enforcement Officers	2	Program Modification FY 2012
Financial Services FT Assistant Buyer	-1	Reclassified During FY 2011
Financial Services FT Purchasing Coordinator	1	Reclassified During FY 2011
Information Technology FT Office Specialist	0.5	Transferred in from Utilities
Parks and Recreation PT Temp Rec Leaders (Fast Track Program)	3	Added During FY 2011
Parks and Recreation PT Temp Drivers (Red Route)	3	Added During FY 2011
Parks and Recreation FT Athletic Supervisor	1	Program Modification FY 2012
Fire Rescue FT Administrative Support Captain	1	Reorganization During FY 2011
Fire Rescue FT Captain	3	Reorganization During FY 2011
Fire Rescue FT Lieutenant	-3	Reorganization During FY 2011
Fire Rescue FT Firefighter/Paramedic	3	Reorganization During FY 2011
Building Department FT Operations Manager	-1	Eliminated During FY 2011
Housing FT Temp Grant Coordinators	-2	Eliminated During FY 2011
Utilities FT Office Specialist	-0.5	Transferred out to IT
Utilities FT Utility Service Worker I	-1	Reclassified During FY 2011
Utilities FT Water System Operator	-1	Reclassified During FY 2011
Utilities FT Equipment Operator II	1	Reclassified During FY 2011
Utilities FT Utility Service Worker III	1	Reclassified During FY 2011

Total Position Changes FY 2011 and FY 2012 (includes Temp)	10
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Total of All Positions Adopted FY 2012	418
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Total Full Time Equivalents (FTE) Adopted FY 2012	372.8
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Position Changes during FY 2012 and Planned FY 2013	Change	Notes
Parks and Recreation PT Recreation Assistant	1	Program Modification FY 2013

Total Position Changes FY 2013	1
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Total of All Positions Planned FY 2013	419
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Total Full Time Equivalents (FTE) Planned FY 2013	373.3
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STRATEGIC PLAN

A strategic plan is meant to be a reflection of the City Commission's decision to provide a foundation to guide policy decisions over the next several years, as well as, their commitment to devote City resources to accomplish strategic goals in the years to come. The budget cycle allows the Mayor and City Commission the opportunity to provide the policy direction necessary for the development and implementation of the City's budget: Strategic Planning → Strategic Budgeting.

Over the past few years, the City of Tamarac has experienced many organizational challenges. These include the growth of the city, along with a corresponding growth in city services, revenue reductions, an early retirement initiative that resulted in the loss of key personnel, changes in departmental leadership, an increasingly diverse population, and greater demands for services throughout the City. In light of these and other challenges, the City of Tamarac engaged in a strategic planning process to focus the energies of staff, set organizational priorities, and guide the allocation of declining critical resources.

The City of Tamarac's vision and mission reflect a commitment to becoming one of the most progressive and innovative local governments in the Nation. They serve as a guide for organizing departmental activities around the City's Five (5) Strategic Goals. The foundation of the budget philosophy continues to be sustainability.

The following objectives and principles support this philosophy:

BUDGET OBJECTIVES

- Develop a fiscally sustainable spending plan by July 1
- Align the City Commission's strategic plan with the budget
- Provide funding to deliver services and infrastructure to the community
- Communicate the Mayor and City Commission's vision to the community

BUDGET PRINCIPLES

- Maintain a fiscally sustainable, balanced budget
- Use resources strategically
- Identify return on investments and impacts; fiscal and social benefits
- Maintain a reserve for economic uncertainties
- Keep the City Commission informed on the fiscal condition of the City
- Focus on incremental changes to staffing and spending
- Identify resources for top priorities and initiatives
- Conduct continuous evaluation for efficiencies and effectiveness

Vision:

Leading the nation in quality of life through safe neighborhoods, a vibrant economy, exceptional customer service, and recognized excellence.

Mission:

We are "Committed to Excellence... Always"

It is our job to foster and create an environment that:

Responds to the Customer
Creates and Innovates
Works as a Team
Achieves Results
Makes a Difference

Core Values:

As a steward of the public trust, we value:
Vision
Integrity
Efficiency
Quality Service

STRATEGIC GOAL #1

Inclusive Community

Provide programs and services to meet the needs of an increasingly diverse community.

This includes:

- Recognizing and embracing diversity
- Gathering and using feedback to continually refine programs and services

How we measure our success:

Measure	Goal	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Target	FY 11 Target
Resident Satisfaction With City Services <i>(Percentage points above (+) or below (-) the national average.)</i>	↑	+30	+30	+29	+29	+30
Business Satisfaction With City Services <i>(Business satisfaction levels to mirror resident satisfaction +/- 5%.)</i>	yes	yes	yes	yes	yes	yes
Resident Satisfaction With Quality of Life <i>(Percentage points above (+) or below (-) the national average.)</i>	↑	+2	+2	+1	+1	+5
Workforce Diversity <i>(Diversity mirrors community +/- 5%.)</i>	yes	yes	yes	yes	yes	yes

Steps to ensure continued success:

- Conduct ongoing transactional surveys with monthly reviews in all operating departments
- Implement CSI Tamarac, an internet based customer service inquiry system, and review monthly
- Adopt and implement a Public Art Master Plan to provide a variety of cultural opportunities



DID YOU KNOW?

To stay abreast of changing customer service needs, the City of Tamarac regularly conducts transactional surveys—if you're asked to fill-out a survey, please be sure to take the time to let us know how we're doing. These surveys help us to evaluate our overall customer service including professionalism, accuracy of information, responsiveness, and timeliness.

STRATEGIC GOAL #2

Strong Economy in a Healthy Environment

Utilize innovative management practices to develop and maintain a strong financial base, balancing the financial needs of the City with preservation of the environment.

This includes:

- Maintaining a strong financial base
- Leveraging tax dollars by identifying alternative funding sources
- Utilizing HPO and Sterling frameworks to foster innovative management practices
- Improving and developing solutions to environmental concerns



How we measure our success:

Measure	Goal	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Target	FY 11 Target
Bond Rating	↑	AA-	AA-	AA-	AA-	AA-
Recycling (Annual pounds per capita.)	↑	115	116	116	116	122
# General Fund Employees Per 1,000 Residents	↓	3.8	3.4	3.4	3.2	3.2
Water Conservation (Monthly average per capita water use in gallons.)	↓	98	92	99	101	101



Steps to ensure continued success:

- Retain Green Local Government Gold Level Certification and evaluate long range plan to pursue Platinum Level
- Continue to decrease reliance on property taxes through streamlining and the development of alternative revenue sources
- Expand the Residential Recycling Program
- Decrease greenhouse gas emissions through implementation of an energy conservation strategy
- Develop and implement financial plan to rehabilitate aging utilities infrastructure
- Enhance community value through creation of a Redevelopment Master Plan
- Ensure financial sustainability through the adoption of policies that solidify long range planning

DID YOU KNOW?

Tamarac is a leader in environmental initiatives. In fact, Tamarac was one of the first cities in Broward County to adopt a recycling program in the early 1990's. Today, Tamarac has one of the highest per capita recycling collection rates. Other environmental initiatives include a community garden, the distribution of low-flow water devices, rebates on low-flow toilets*, the use of Florida-friendly landscaping in City medians, facilities, and parks, as well as many more award-winning initiatives! **AWARDS:** Tamarac's environmental initiatives helped the City earn a **Gold Level Certification** from the Florida Green Building Coalition (the City was the first in South Florida to earn the Silver Level Certification back in May 2008). In addition, the City received the **Milestone Achievement Award for Climate Protection** from ICLEI - Local Governments for Sustainability. The Arbor Day Foundation named Tamarac a **Tree City USA** for the seventeenth year in a row. *Low-flow toilet rebates are available for a limited time only, call the City of Tamarac's Water Conservation Specialist at (954) 597-3792 for more information.

INCLUSIVE | STRONG | DYNAMIC | CLEAR | VIBRANT

STRATEGIC GOAL #3



Dynamic Organizational Culture

Create and sustain a culture of high performance conducive to the ongoing development and retention of a skilled workforce.

This includes:

- Fostering an organizational culture focused on workforce development and retention
- Sustaining a professional and ethical organization
- Utilizing mentoring and succession planning to provide continuity

How we measure our success:

Measure	Goal	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Target	FY 11 Target
Employee Satisfaction (Percentage points above (+) or below (-) the national average.)	↑	+10	+10	+23	+23	+30
Employee Engagement (Percentage points above (+) or below (-) the national average.)	↑	+1	+1	+11	+11	+15
Workforce Development (Percentage vacant positions filled internally.)	↑	40%	45%	44%	45%	50%
Turnover Rate (Annualized "avoidable" employee separations.)	↓	4 ½%	5%	1 ⅔%	1 ½%	1 ½%



Steps to ensure continued success:

- Identify and develop action plans to address high priority areas outlined in employee survey
- Deploy use of the intranet to share knowledge, streamline operations and expedite citizen requests
- Survey volunteers
- Align employee performance goals and development with the Strategic Plan



DID YOU KNOW?

In 2007 the City of Tamarac invited customer input through focus groups and surveys to determine what was important to the customer. This helped us to develop our customer contact standards, known as "Play Your PART": Professional; Accuracy of Information; Responsiveness; and Timeliness. Staff training and regular monitoring help ensure that we play our PART in all customer interactions.

OUR MISSION

The City of Tamarac, *Our Community of Choice*—Leading the nation in quality of life through safe neighborhoods, a vibrant economy, exceptional customer service and recognized excellence.

OUR VISION

We are:
"Committed to Excellence . . . Always"
 It is our job to foster and create an environment that: Responds to the Customer; Creates and Innovates; Works as a Team; Achieves Results; Makes a Difference

OUR VALUES

As Stewards of the public trust, we value:
*Vision
 Integrity
 Efficiency
 Quality Service*

STRATEGIC GOAL #4

4

Clear Communication

Ensure effective communication within the organization and throughout the City, and enhance visibility of City programs and services.

This includes:

- Increasing citizen awareness of the role of local government
- Encouraging participation in local government
- Sustaining an open dialogue with the community and the workforce
- Using technology to automate the delivery of services and information

How we measure our success:



Measure	Goal	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Target	FY 11 Target
Resident Satisfaction With Availability of Information About City Programs and Services <i>(Percentage points above (+) or below (-) the national average.)</i>	↑	+22	+22	+24	+24	+30
Resident Satisfaction With Quality of City Web Page <i>(Percentage points above (+) or below (-) the national average.)</i>	↑	0	0	+8	+8	+10
Resident Satisfaction With City Efforts to Keep Residents Informed <i>(Percentage points above (+) or below (-) the national average.)</i>	↑	+27	+27	+28	+28	+30
Employee Satisfaction With Communication <i>(Percentage points above (+) or below (-) the national average.)</i>	↑	0	0	+7	+7	+10

Steps to ensure continued success:

- Continuously improve neighborhood meetings
- Provide the community with 24/7 access to information and service requests via the internet



DID YOU KNOW?

Improvements made over the past two years to the City's website have resulted in a 10% increase in the number of residents that are "satisfied" or "very satisfied" with the City's website. The website is continually undergoing improvements and updates to serve our residents better, such as the "Big RED Button" and the "Big GREEN Button." The RED button is your link to contact the City 24/7; leave comments, request information and more! The GREEN button is a quick, easy, and secure way to pay your utility bill any time of day or night.

STRATEGIC GOAL #5



Safe & Vibrant Community

Continually revitalize our neighborhoods and business districts.

This includes:

- Providing services to ensure communities remain safe
- Taking proactive measures to preserve and enhance community appearance

How we measure our success:

Measure	Goal	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Target	FY 11 Target
City Crime Rate <i>(Occurrences per 100,000 residents; as compared to County average.)</i>	↓	2,526 (4,521)	2,807 (4,686)	2,673 (4,535)	2,660 (n/a)	2,650 (n/a)
EMS Return of Spontaneous Circulation <i>(Industry Average = 10%)</i>	↑	29%	46%	45%	50%	50%
Neighborhood Safety Index <i>(How safe residents feel during the day and at night; Percentage points above (+) or below (-) the national average.)</i>	↑	+5	+5	+7	+7	+10
Resident Satisfaction With Community's Appearance <i>(Percentage points above (+) or below (-) the national average.)</i>	↑	+12	+12	+17	+17	+20
ISO Rating - Fire	↓	2	2	2	2	2
ISO Rating - Floodplains	↓	7	7	7	7	7



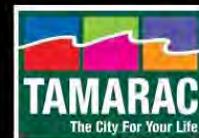
Steps to ensure continued success:

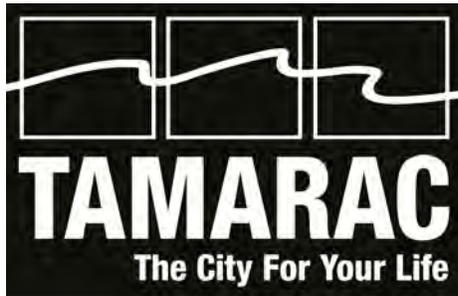
- Establish business and commercial area police details
- Operate (at a minimum) one proactive, high visibility traffic enforcement activity per month
- Implement EMS Hypothermia Pilot Program
- Develop long-range master plan for the 57th Street corridor

DID YOU KNOW?

Tamarac contracts with the Broward Sheriff's Office (BSO) for police services. BSO is the nation's largest accredited law enforcement agency and continues to increase their outreach efforts—in fact, representatives from BSO have increased their attendance at neighborhood and association meetings by more than 50%*. (*Based on 2007/2008 year-over-year figures).

WHO WE ARE: From the distinctive and vibrant entrance signs which welcome residents and visitors alike, to our amazing array of programs and services that offer something for everyone, young and old, it's easy to see why we say Tamarac is... *The City for Your Life!* Founded in 1963, Tamarac is ideally located in the heart of beautiful Broward County, Florida, near major highways, tourist attractions, shopping, and recreational activities. Visit us online at: www.tamarac.org.





City of Tamarac, Florida
Adopted Biennial Budget for FY 2012 and FY 2013

FY 2012 PROGRAM MODIFICATION SUMMARY

DEPARTMENT/DIVISION	DESCRIPTION OF PROGRAM MODIFICATION	CITY COMMISSION FUNDED
Community Dev/Code Compliance	Two (2) New Code Enforcement Officers	148,715
Community Dev/Planning & Zoning	Neighborhood Partnership/Meeting Program	20,000
Community Dev/Code Compliance	Minimum Housing Code	1,000
Community Dev/Housing	Homeowners Association Liaison Program	3,000
TOTAL COMMUNITY DEVELOPMENT DEPARTMENT		\$ 172,715
Parks and Recreation	Tai Chi and Meditation Class	3,120
Parks and Recreation	Heart Healthy Class	2,080
Parks and Recreation	New Athletic Supervisor Position - Sports Leagues*	14,000
Parks and Recreation	Spinning Class*	(19,700)
TOTAL PARKS AND RECREATION DEPARTMENT		\$ (500)
Information Technology	Cisco Telephone System Upgrade	79,000
Information Technology	Website Redesign	50,000
Information Technology	PMEDS System Single Log-In	7,000
TOTAL INFORMATION TECHNOLOGY DEPARTMENT		\$ 136,000
Non-Departmental/CMO	Performance Management Software	80,000
TOTAL NON-DEPARTMENTAL		\$ 80,000
TOTAL GENERAL FUND PROGRAM MODIFICATIONS		\$ 388,215
Fire Rescue/Admin	Fire Rescue Accreditation Feasibility Study	975
Fire Rescue/Prevention	Wireless Life Safety Inspection Program	9,500
TOTAL FIRE RESCUE DEPARTMENT		\$ 10,475
TOTAL FIRE RESCUE FUND PROGRAM MODIFICATIONS		\$ 10,475
TOTAL PROGRAM MODIFICATIONS ALL FUNDS		\$ 398,690

**The cost for this program is net program expenses and anticipated revenues.*

FY 2013 PROGRAM MODIFICATION SUMMARY

DEPARTMENT/DIVISION	DESCRIPTION OF PROGRAM MODIFICATION	CITY COMMISSION FUNDED
Public and Economic Dev	City of Tamarac 50th Anniversary Celebration	50,000
TOTAL PUBLIC AND ECONOMIC DEVELOPMENT		\$ 50,000
Parks and Recreation	Expansion of Sports Leagues (Youth Soccer)*	37,580
TOTAL PARKS AND RECREATION DEPARTMENT		\$ 37,580
Information Technology	Commission Chambers AV System Replacement	68,000
TOTAL INFORMATION TECHNOLOGY DEPARTMENT		\$ 68,000
TOTAL GENERAL FUND PROGRAM MODIFICATIONS		\$ 155,580
TOTAL PROGRAM MODIFICATIONS ALL FUNDS		\$ 155,580

**The cost for this program is net program expenses and anticipated revenues.*

City of Tamarac, Florida
Adopted Biennial Budget for FY 2012 and FY 2013

FY 2012 CAPITAL OUTLAY SUMMARY

DEPARTMENT/DIVISION	DESCRIPTION OF CAPITAL OUTLAY	CITY COMMISSION FUNDED
Parks and Recreation/Aquatics	Pool Lift Chair	6,600
Parks and Recreation	Eight (8) Security Cameras for Recreation Building	13,500
Parks and Recreation	Eleven (11) Security Cameras for Community Center	16,500
Parks and Recreation	Two (2) ID Card Printers	6,000
Parks and Recreation	ID Card Reader	2,700
Parks and Recreation	Replacement Multi-Purpose Center Bleachers	28,820
TOTAL PARKS AND RECREATION DEPARTMENT		\$ 74,120
Public Works/Grounds Maintenance	Replacement Irrigation System at Sports Complex	27,000
Public Works/Streets	Replacement Battery for Portable Traffic Lights	25,000
Public Works/Grounds Maintenance	Replacement Toro Infield Pro	18,000
Public Works/Facilities	Replacement TCC Ballroom Floor (Carpet and Wood)	31,000
Public Works/Streets	Specialized Equipment - Concrete Saw	1,000
Public Works/Streets	Specialized Equipment - Float Machine	1,000
Public Works/Streets	Specialized Equipment - Saw Blades	1,000
Public Works/Recycling	City Facility & Public Space Recycling	10,000
Public Works/Grounds Maintenance	Trailer Pressure Cleaner	2,600
Public Works/Grounds Maintenance	Replacement Playground Equipment at Sports Complex	30,000
Public Works/Grounds Maintenance	Replacement TurfTot Surface at Sports Complex	35,000
TOTAL PUBLIC WORKS DEPARTMENT		\$ 181,600
Information Technology	Replacement Firewall for City Internet	2,100
Information Technology	Replacement Microphone System in Conf Room 105	14,000
Information Technology	Replacement Domain Servers for Utilities WTP	9,000
Information Technology	Replacement KVM Device - City Hall	2,000
Information Technology	Replacement KVM Device - Fire Station 15	2,000
Information Technology	Replacement Credit Card Readers and Pads	7,000
TOTAL INFORMATION TECHNOLOGY DEPARTMENT		\$ 36,100
TOTAL GENERAL FUND CAPITAL OUTLAY		\$ 291,820
Fire Rescue	Firefighting Equipment Bundle for New Fire Apparatus	90,000
Fire Rescue	Replacement Hydraulic Vehicle Extrication Tools	82,000
Fire Rescue	Replacement Station Exhaust Extractor System	120,000
Fire Rescue	Replacement/Upgrade Radios	50,000
Fire Rescue	Replacement SCBA	90,000
Fire Rescue	Fire Simulation Training Software	9,000
Fire Rescue	Replacement RAD-57 CO Monitoring Device	9,000
TOTAL FIRE RESCUE DEPARTMENT		\$ 450,000
TOTAL FIRE RESCUE FUND CAPITAL OUTLAY		\$ 450,000

City of Tamarac, Florida
Adopted Biennial Budget for FY 2012 and FY 2013

FY 2012 CAPITAL OUTLAY SUMMARY

DEPARTMENT/DIVISION	DESCRIPTION OF CAPITAL OUTLAY	CITY COMMISSION FUNDED
Stormwater	Replacement 50 Gallon Spray Rig	3,200
Stormwater	Replacement 100 Gallon Spray Rig	3,300
Stormwater	Replacement John Deer 6 x 4 Gator	11,000
Stormwater	Replacement 2002 Spray Boat	13,395
Stormwater	Replacement 2003 Aquatic Plant Harvester	142,680
TOTAL STORMATER DEPARTMENT		\$ 173,575
TOTAL STORMWATER FUND CAPITAL OUTLAY		\$ 173,575
Utilities/Maintenance	Replacement Pumps for Wastewater Pump Stations	65,000
Utilities/Maintenance	Replacement Gas Monitors	8,500
Utilities/Engineering	Replacement Utility Location Transmitter & Receiver	6,150
Utilities/Maintenance	Shorty Sewer Camera Transporter	9,500
Utilities/Construction	Pipe Cutting Chain Saw	5,500
Utilities/Construction	12 Inch AC Pipe Cutter w/Extension	1,200
Utilities/Construction	3 Inch Trash Pump	1,900
TOTAL UTILITIES DEPARTMENT		\$ 97,750
TOTAL UTILITIES FUND CAPITAL OUTLAY		\$ 97,750
TOTAL CAPITAL OUTLAY SUMMARY ALL FUNDS		\$ 1,013,145

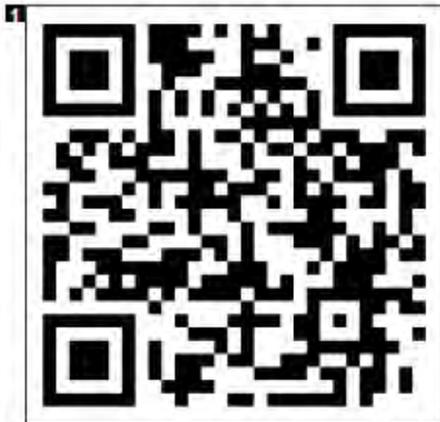
City of Tamarac, Florida
Adopted Biennial Budget for FY 2012 and FY 2013

FY 2013 CAPITAL OUTLAY SUMMARY

DEPARTMENT/DIVISION	DESCRIPTION OF CAPITAL OUTLAY	CITY COMMISSION FUNDED
Parks and Recreation	Two (2) Digital Marquee Signs	20,000
Parks and Recreation/Aquatics	Automatic Pool Cleaner	5,600
Parks and Recreation	Portable Sound System	1,750
TOTAL PARKS AND RECREATION DEPARTMENT		\$ 27,350
Public Works/Facilities	City Hall Carpet Replacement	100,000
Public Works/Facilities	Replacement TurfTot Surface at Caporella Park	18,000
TOTAL PUBLIC WORKS DEPARTMENT		\$ 118,000
Information Technology	Additional Storage Chassis and Hard Drives	6,000
Information Technology	Replacement Scanners for Financial Services	9,000
TOTAL INFORMATION TECHNOLOGY DEPARTMENT		\$ 15,000
TOTAL GENERAL FUND CAPITAL OUTLAY		\$ 42,350
Fire Rescue	Replacement Ten (10) eCPR Toughbooks	37,500
Fire Rescue	Replacement SCBA	90,000
Fire Rescue	Replacement/Upgrade Radios	50,000
Fire Rescue	Replacement Thermal Imager	10,000
Fire Rescue	Replacement of Fitness Equipment	5,000
Fire Rescue	Replacement of Transport Ventilators	12,000
Fire Rescue	Replacement RAD-57 CO Monitoring Device	13,500
TOTAL FIRE RESCUE DEPARTMENT		\$ 218,000
TOTAL FIRE RESCUE FUND CAPITAL OUTLAY		\$ 218,000
Stormwater	Replacement 2002 Spray Boat	14,065
TOTAL STORMWATER DEPARTMENT		\$ 14,065
TOTAL STORMWATER FUND CAPITAL OUTLAY		\$ 14,065
Utilities/Maintenance	Replacement Pumps for Wastewater Pump Stations	65,000
Utilities/Maintenance	Pan and Tilt Sanitary Sewer Camera	21,000
Utilities/Maintenance	3000 PSI Hose - 500 Feet	1,800
Utilities/Construction	2 Inch Trash Pump	1,300
TOTAL UTILITIES DEPARTMENT		\$ 89,100
TOTAL UTILITIES FUND CAPITAL OUTLAY		\$ 89,100
TOTAL CAPITAL OUTLAY SUMMARY ALL FUNDS		\$ 363,515

Have you seen this???

QR Codes.



...if you haven't already begun to notice them, you will as they become more and more common; not just throughout the City, but also at retailers, in magazines, and in advertisements.

So what are they? QR (Quick Response) Codes are two-dimensional barcodes that were originally designed for labeling products and helping with inventory. These codes have evolved over the last several years into a tool used in other applications, from marketing to a way to access additional information about a product, or in the case of the City, a service, program, or facility.

How do they work? To read a QR Code, your cell phone will need: a QR Code Reader application; access to the internet; and a built-in camera. Most newer cell phones offer access to the internet, depending on your mobile phone and service plan, and include built-in cameras. Although some cell phones are coming pre-loaded with QR Code applications, if yours does not already have one, they are widely-available from the internet and through the various mobile phone manufacturer's "application stores" — best of all, many of the readers are FREE!



Try these QR Codes today: #1: www.tamarac.org; #2: www.tamarac.org/photos; #3: www.facebook.com/TamaracParks.

Once you download and install the QR Code Reader application on your phone* simply open the application and hold the phone up to the QR Code — the phone does the rest! Using the phone's built-in camera, it scans the code and will then display the information associated with that particular code (generally the QR Code will link to information on the internet; however some codes may just display text).

Are they really useful? Yes. If you're on the run and notice a QR Code next to an article in a magazine, or on a display in a store, you can quickly scan the code and view the information later, no need to fumble around looking for a pen or typing long URL's into your browser — they provide a quick and easy "shortcut" to access information.

What's next? Try it! Download a QR Code Reader today and start scanning!

Access the Adopted Biennial Budget for FY 2012 and FY 2013 along with prior year budgets on-line...

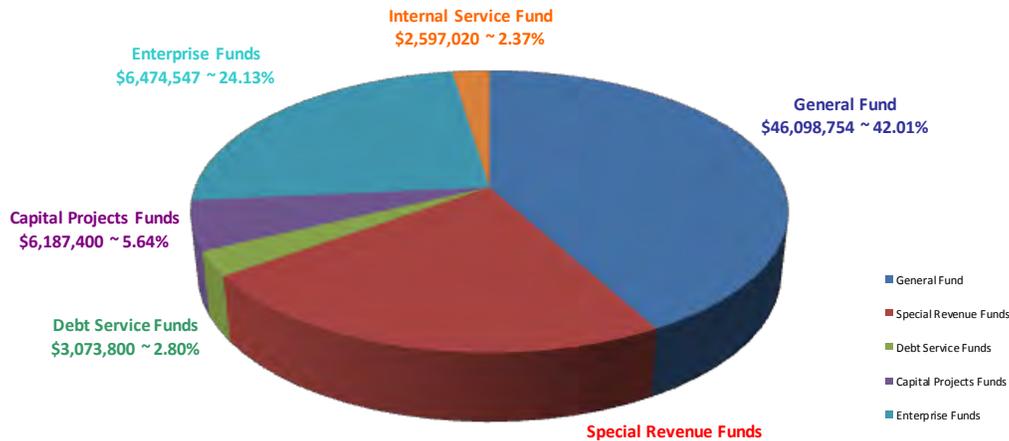
Look for the QR Code within this document!!! Scan it and you will have the budget at your fingertips...

ALL FUNDS BUDGET HIGHLIGHTS AND SUMMARY SCHEDULES

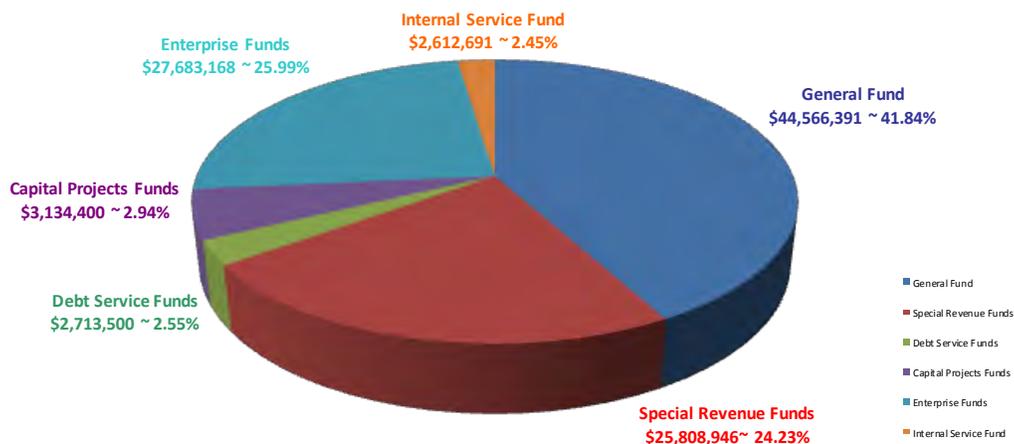
The FY 2012 total Adopted budget is \$109,734,372 which includes \$46,098,754 for General Fund expenditures. The FY 2013 total planned budget is \$106,519,096 which includes \$44,566,391 for General Fund expenditures. Summarized below are the changes in fund types between the FY 2010 Actual Budget, FY 2011 Amended Budget, FY 2012 Adopted Budget and FY 2013 Planned Budgets.

Fund Type	FY 2010 Actual	FY 2011 Amended Budget	FY 2012 Adopted Budget	Annual \$ Change	Annual % Change	FY 2013 Planned Budget
General Fund	\$ 41,662,268	\$ 44,795,956	\$ 46,098,754	\$ 1,302,798	2.91%	\$ 44,566,391
Special Revenue Funds	24,222,984	29,489,449	25,302,851	(4,186,598)	-14.20%	25,808,946
Debt Service Funds	2,647,129	12,332,700	3,073,800	(9,258,900)	-75.08%	2,713,500
Capital Projects Funds	2,578,590	26,829,585	6,187,400	(20,642,185)	-76.94%	3,134,400
Enterprise Funds	25,774,727	26,719,683	26,474,547	(245,136)	-0.92%	27,683,168
Internal Service Fund	1,733,310	2,219,012	2,597,020	378,008	17.03%	2,612,691
Total Expenditures All Funds	\$ 98,619,008	\$ 142,386,385	\$ 109,734,372	\$(32,652,013)	-22.93%	\$ 106,519,096

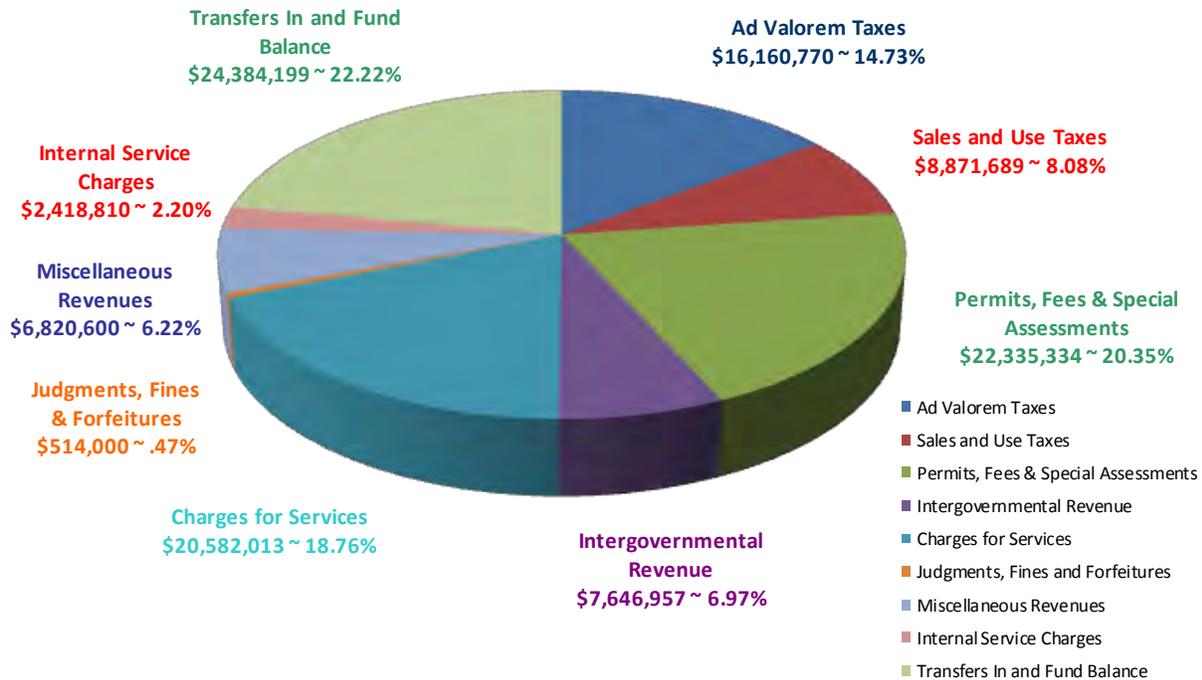
FY 2012 ~ TOTAL ALL FUNDS BUDGET BY FUND TYPE ~ \$109,734,372



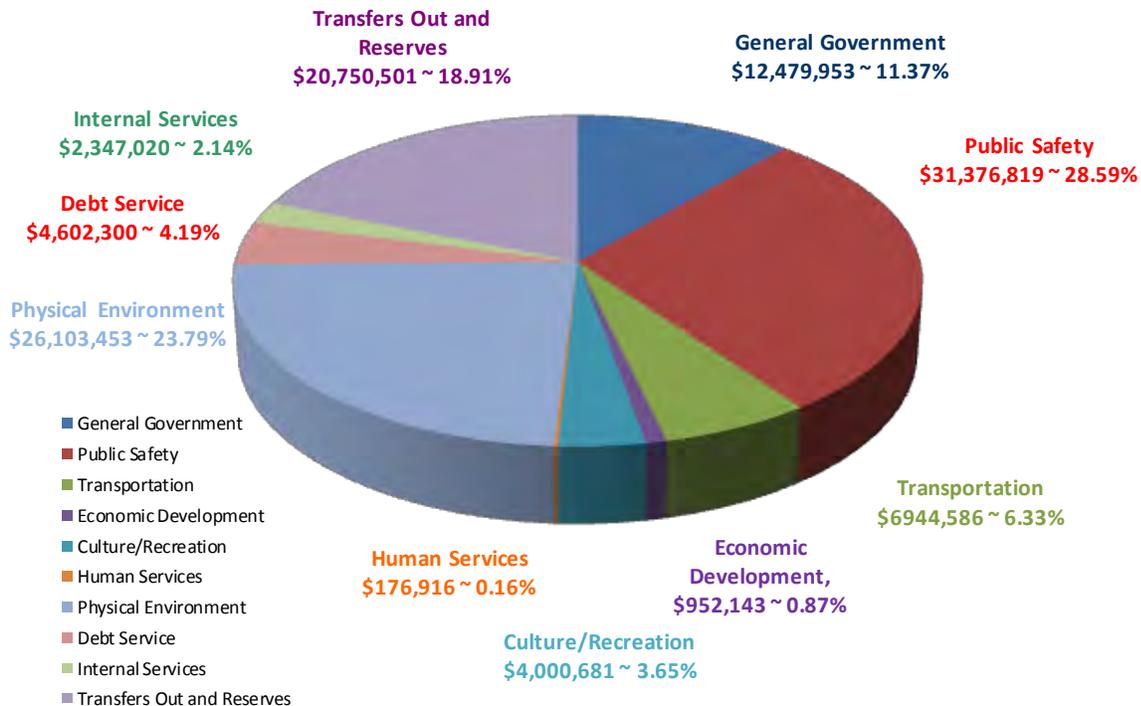
FY 2013 ~ TOTAL ALL FUNDS BUDGET BY FUND TYPE ~ \$106,519,096



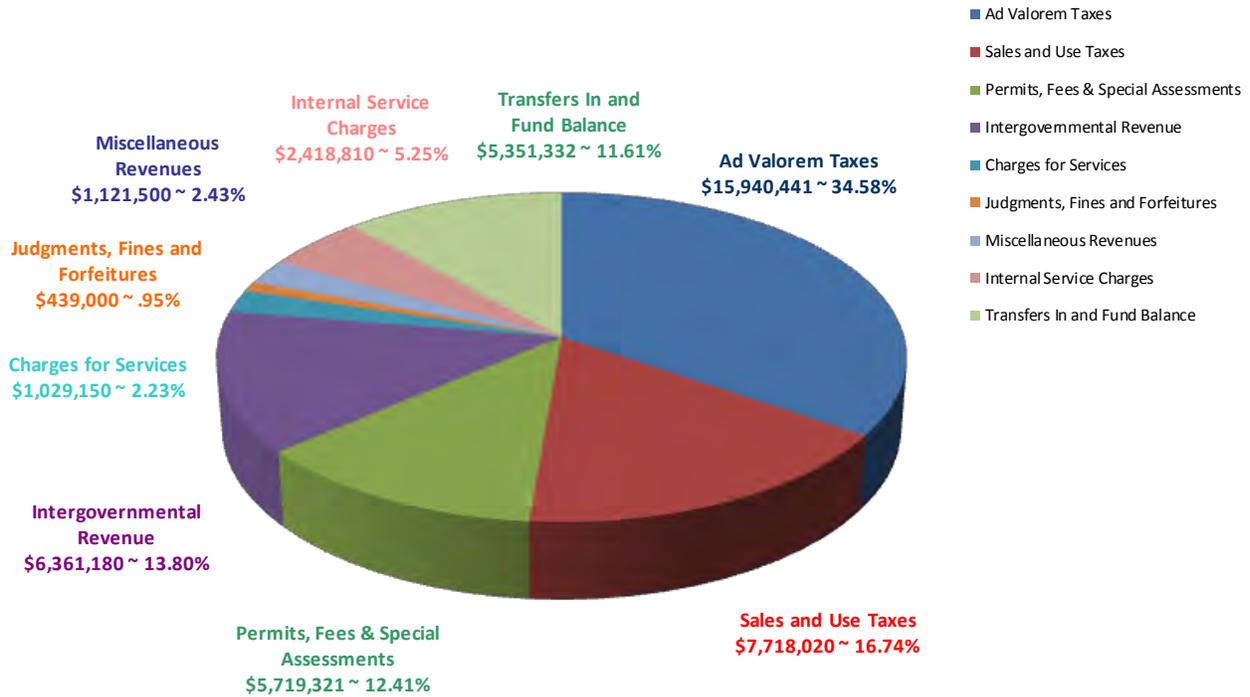
WHERE THE MONEY COMES FROM FY 2012 ALL FUNDS REVENUE ~ \$109,734,372



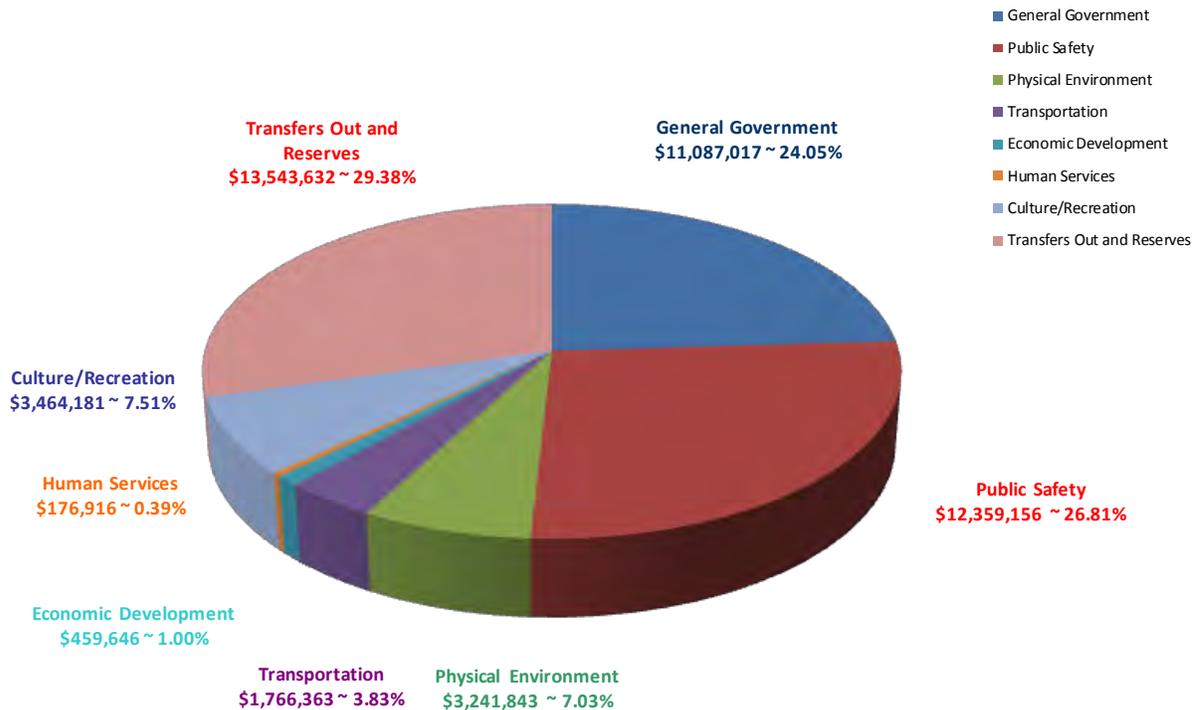
WHERE THE MONEY GOES FY 2012 ALL FUNDS EXPENDITURES ~ \$109,734,372



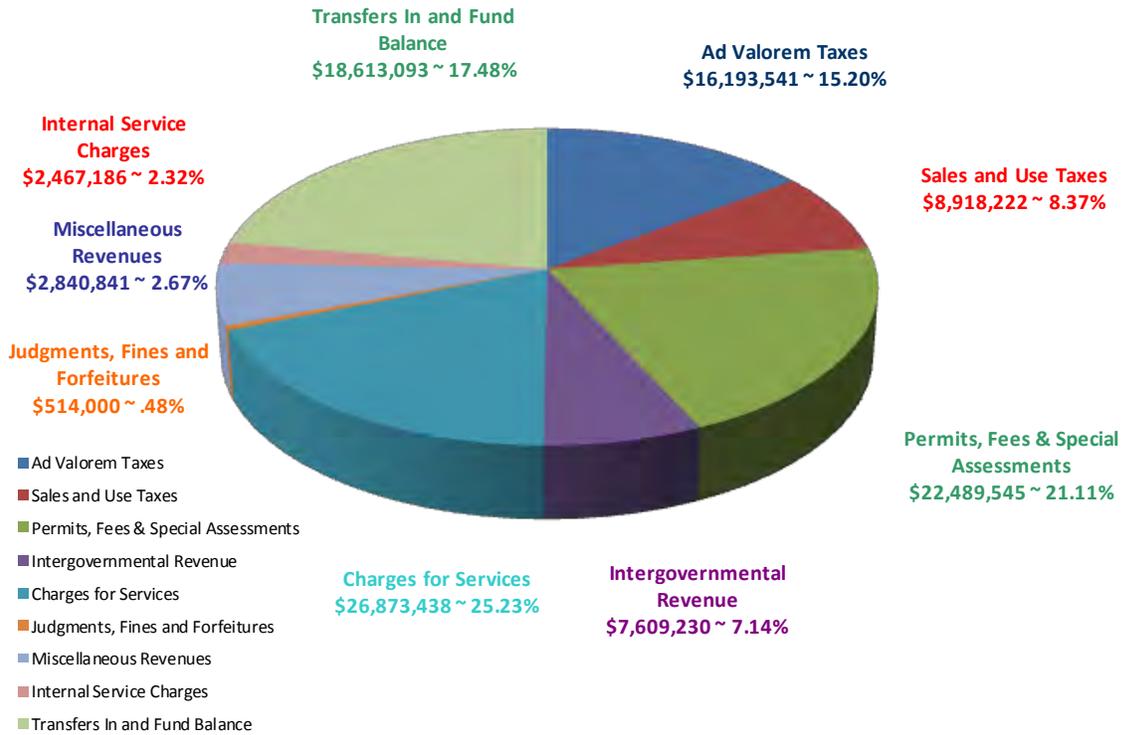
WHERE THE MONEY COMES FROM
 FY 2012 GENERAL FUND ~ \$46,098,754



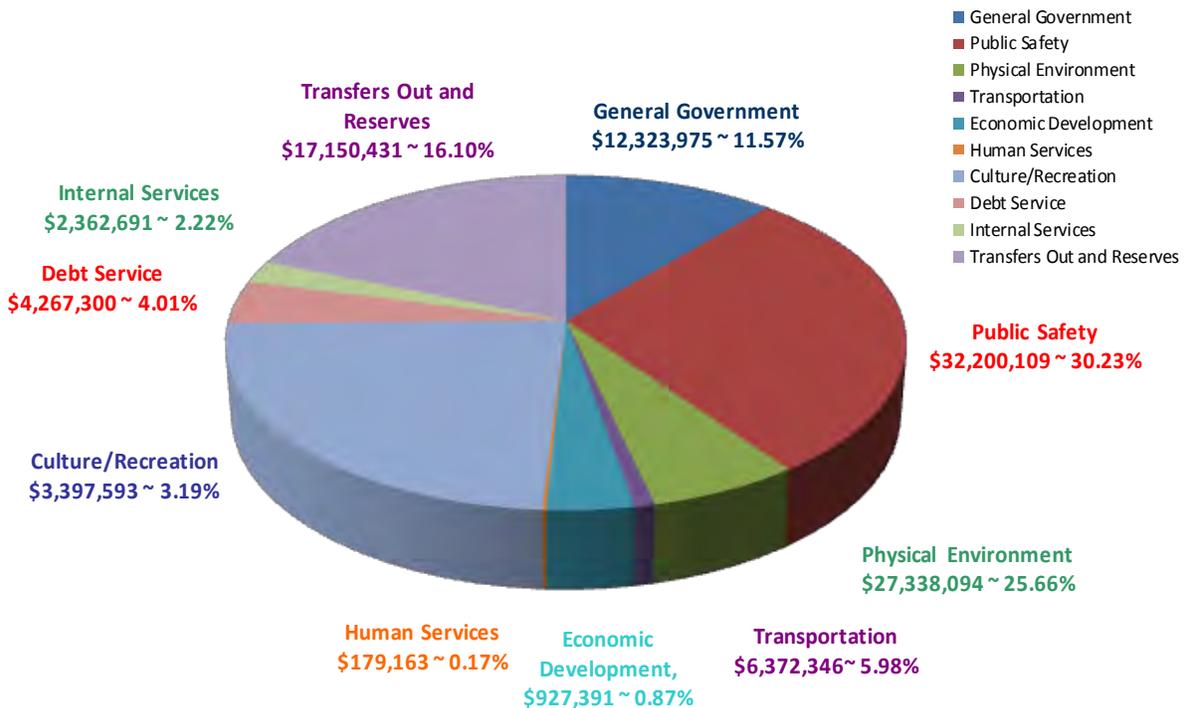
WHERE THE MONEY GOES
 FY 2012 GENERAL FUND ~ \$46,098,754



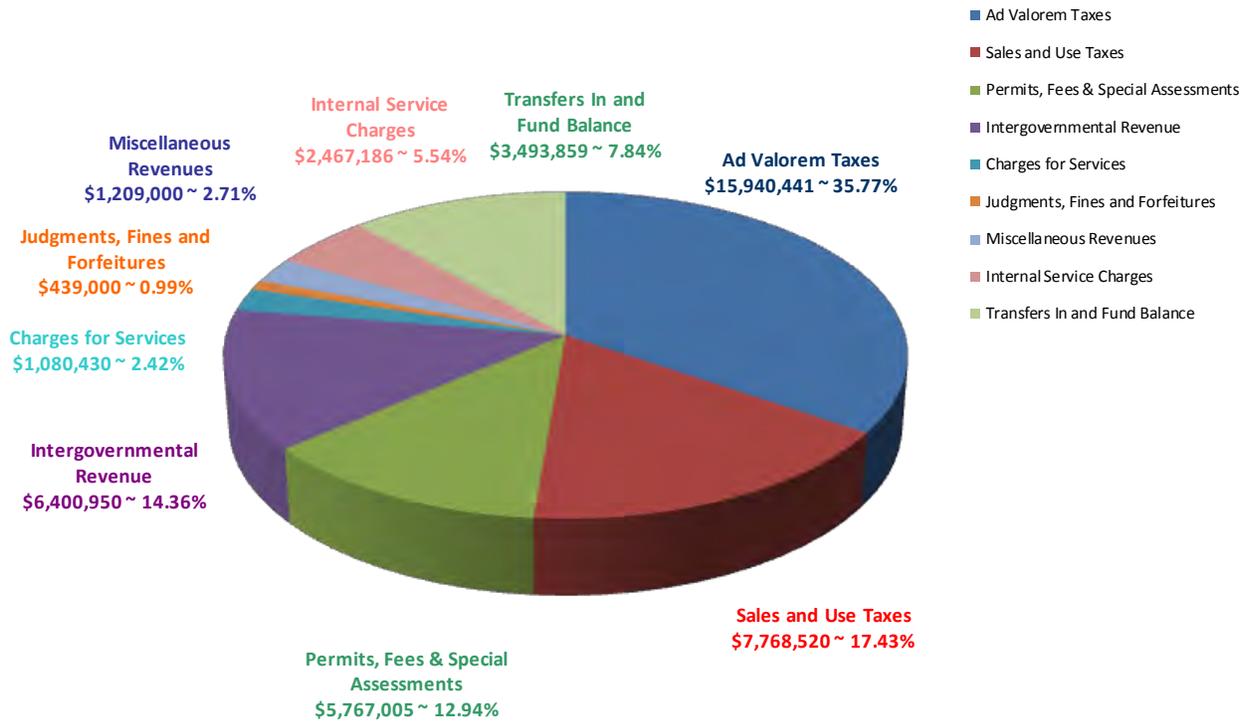
WHERE THE MONEY COMES FROM
 FY 2013 PLANNED ALL FUNDS REVENUE ~ \$106,519,096



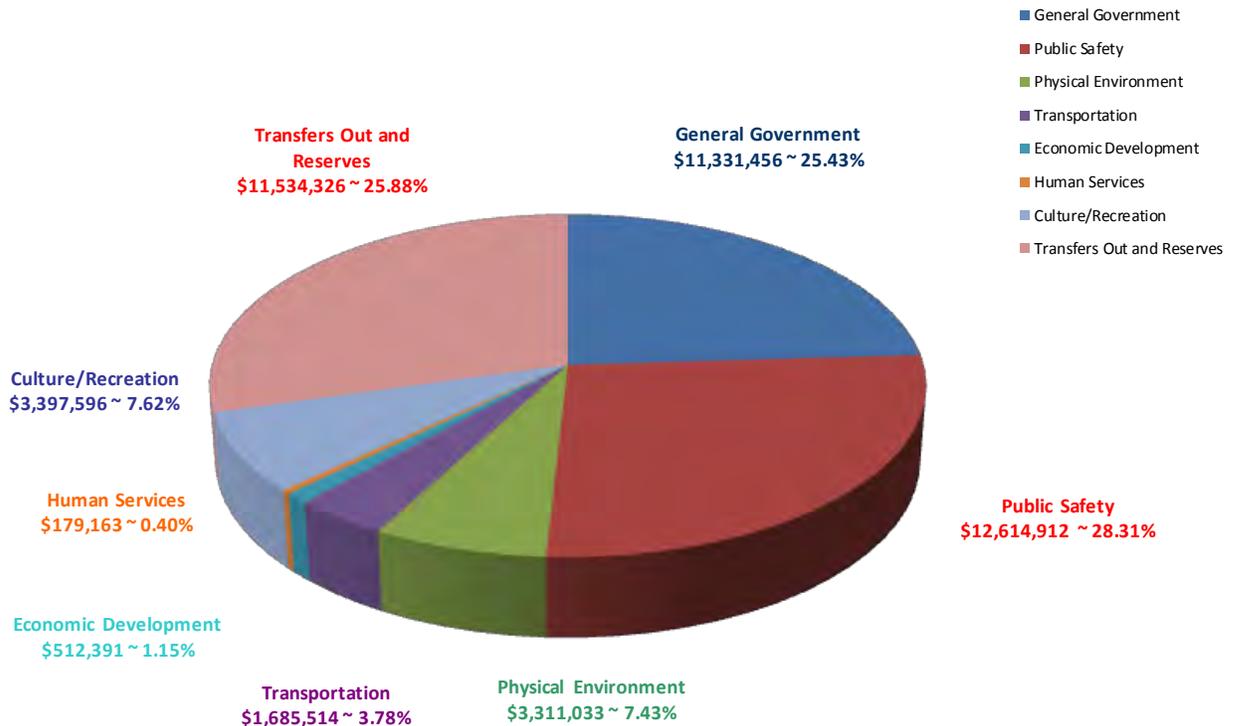
WHERE THE MONEY GOES
 FY 2013 PLANNED ALL FUNDS EXPENDITURES ~ \$106,519,096



WHERE THE MONEY COMES FROM
FY 2013 GENERAL FUND ~ \$44,566,391



WHERE THE MONEY GOES
FY 2013 GENERAL FUND ~ \$44,566,391



City of Tamarac, Florida
Adopted Biennial Budget for FY 2012 and FY 2013

**GENERAL FUND
SCHEDULE OF REVENUES AND TRANSFERS IN**

Revenue Source	FY 2010 Actual	FY 2011 Amended Budget	FY 2012 Adopted Budget	Dollar Change	Percent Change	FY 2013 Planned Budget
TAXES						
Property Taxes	\$ 18,615,754	\$ 16,012,460	\$ 15,940,441	\$ (72,019)	-0.45%	\$ 15,940,441
Sales, Use, & Fuel Taxes	1,037,421	1,791,540	1,697,983	(93,557)	-5.22%	1,697,983
Franchise Fees	4,680,810	4,600,000	5,008,226	408,226	8.87%	5,059,877
Utility Service Taxes	140,557	3,240,000	3,343,000	103,000	3.18%	3,393,500
Telecommunications Taxes	3,077,739	3,091,300	2,677,037	(414,263)	-13.40%	2,677,037
Total Taxes	27,552,281	28,735,300	28,666,687	(68,613)	-0.24%	28,768,838
INTERGOVERNMENTAL						
State Shared Revenues	4,651,601	4,619,600	4,833,460	213,860	4.63%	4,833,460
Local Shared Revenues	210,181	170,600	170,393	(207)	-0.12%	170,393
Shared Revenue--Local Govt	45,246	58,100	50,000	(8,100)	-13.94%	50,000
Payments In Lieu of Taxes	744,000	1,589,330	1,307,327	(282,003)	-17.74%	1,347,097
Total Intergovernmental	5,651,028	6,437,630	6,361,180	(76,450)	-1.19%	6,400,950
CHARGES FOR SERVICES						
General Government	272,143	165,000	153,000	(12,000)	-7.27%	153,000
Public Safety	3,588	6,900	2,500	(4,400)	-63.77%	2,500
Physical Environment	503,803	560,100	156,300	(403,800)	-72.09%	156,300
Transportation	24,118	31,113	36,750	5,637	18.12%	36,750
Culture/Recreation	627,661	639,900	680,600	40,700	6.36%	731,880
Total Charges for Services	1,431,313	1,403,013	1,029,150	(373,863)	-26.65%	1,080,430
LICENSES AND PERMITS						
Occupational Licenses	705,667	717,470	711,095	(6,375)	-0.89%	707,128
Building Permits	-	-	-	-	0.00%	-
Total Licenses and Permits	705,667	717,470	711,095	(6,375)	-0.89%	707,128
FINES AND FORFEITURES						
Judgements & Fines	340,194	370,000	264,000	(106,000)	-28.65%	264,000
Violations of Ordinances	346,038	175,000	175,000	-	0.00%	175,000
Total Fines and Forfeitures	686,232	545,000	439,000	(106,000)	-19.45%	439,000
MISCELLANEOUS						
Miscellaneous Revenues	237,080	52,400	152,400	100,000	190.84%	152,400
Investment Income	156,594	356,510	185,000	(171,510)	-48.11%	272,500
Rent and Advertising Fees	714,369	739,600	744,100	4,500	0.61%	744,100
Disposition of Fixed Assets	34,464	-	-	-	0.00%	-
Sale of Surplus Materials	106,946	40,000	40,000	-	0.00%	40,000
Total Miscellaneous	1,249,453	1,188,510	1,121,500	(67,010)	-5.64%	1,209,000
TOTAL REVENUE	\$ 37,275,974	\$ 39,026,923	\$ 38,328,612	\$ (698,311)	-1.79%	\$ 38,605,346
OTHER FINANCING SOURCES						
Administrative Svc. Fees	5,633,070	2,678,880	2,418,810	(260,070)	-9.71%	2,467,186
Operating Transfers In	612,100	2,454,851	2,206,900	(247,951)	-10.10%	2,251,038
Appropriated Fund Balance	-	635,302	3,144,432	2,509,130	394.95%	1,242,821
Total Other Financing Sources	6,245,170	5,769,033	7,770,142	2,001,109	34.69%	5,961,045
TOTAL REVENUE AND OTHER FINANCING SOURCES	\$ 43,521,144	\$ 44,795,956	\$ 46,098,754	\$ 1,302,798	2.91%	\$ 44,566,391

City of Tamarac, Florida
Adopted Biennial Budget for FY 2012 and FY 2013

**GENERAL FUND
SCHEDULE OF EXPENDITURES AND TRANSFERS OUT**

	FY 2010 Actual	FY 2011 Amended Budget	FY 2012 Adopted Budget	Dollar Change	Percent Change	FY 2013 Planned Budget
GENERAL GOVERNMENT						
Commission	\$ 644,925	\$ 720,494	\$ 712,432	\$ (8,062)	-1.12%	\$ 736,778
City Manager	1,635,670	1,636,891	1,474,045	(162,846)	-9.95%	1,561,254
City Attorney	634,688	693,572	415,670	(277,902)	-40.07%	415,670
City Clerk	800,079	694,190	574,424	(119,766)	-17.25%	591,351
Financial Services	1,761,529	2,535,691	2,638,901	103,210	4.07%	2,716,008
Human Resources	863,771	934,808	1,005,266	70,458	7.54%	1,025,069
Information Technology	1,067,352	1,298,833	1,597,132	298,299	22.97%	1,646,294
Public Works	2,932,058	3,184,268	3,128,793	(55,475)	-1.74%	3,151,423
Total General Government	10,340,072	11,698,747	11,546,663	(152,084)	-1.30%	11,843,847
PUBLIC SAFETY						
Police Services	11,995,260	12,011,333	11,711,836	(299,497)	-2.49%	11,940,308
Code Enforcement	481,165	499,391	647,320	147,929	29.62%	674,604
Total Public Safety	12,476,425	12,510,724	12,359,156	(151,568)	-1.21%	12,614,912
TRANSPORTATION						
Streets and Roads	1,231,332	1,204,708	1,352,332	147,624	12.25%	1,260,830
Total Transportation	1,231,332	1,204,708	1,352,332	147,624	12.25%	1,260,830
CULTURE / RECREATION						
Recreation Activities	2,590,484	2,430,400	2,836,250	405,850	16.70%	2,776,281
Aquatic Center	651,358	697,588	627,931	(69,657)	-9.99%	621,315
Social Services	155,963	170,481	176,916	6,435	3.77%	179,163
Transport Services	434,707	435,960	414,031	(21,929)	-5.03%	424,684
Total Culture/Recreation	3,832,512	3,734,429	4,055,128	320,699	8.59%	4,001,443
PHYSICAL ENVIRONMENT						
Engineering	389,186	300,628	277,303	(23,325)	-7.76%	286,534
Planning & Business Revenue	693,759	766,659	764,079	(2,580)	-0.34%	788,333
Recycling Services	235,395	285,000	149,000	(136,000)	-47.72%	151,000
Grounds Maintenance	1,882,380	2,015,594	2,051,461	35,867	1.78%	2,085,166
Total Physical Environment	3,200,720	3,367,881	3,241,843	(126,038)	-3.74%	3,311,033
NON-DEPARTMENTAL	1,566,625	2,787,497	2,702,282	(85,215)	-3.06%	2,690,652
TOTAL EXPENDITURES	\$ 32,647,686	\$ 35,303,986	\$ 35,257,404	(46,582)	11.53%	\$ 35,722,717
TRANSFERS OUT						
Transfers Out-Fire Rescue Fund	5,273,810	6,919,670	5,970,102	(949,568)	-13.72%	6,132,213
Transfers Out-Gen Cap Const Fund	1,005,000	-	-	-	0.00%	-
Transfers Out-Revenue Bond Fund	2,601,700	2,572,300	2,672,600	100,300	3.90%	2,312,800
Transfers Out-Utilities	-	-	2,000,000	2,000,000	0.00%	105,000
Transfers Out-Grants Match Fund	148,772	-	198,648	198,648	0.00%	293,661
Total Transfers Out	9,029,282	9,491,970	10,841,350	1,349,380	14.22%	8,843,674
TOTAL EXPENDITURES AND TRANSFERS OUT	\$ 41,676,968	\$ 44,795,956	\$ 46,098,754	\$ 1,302,798	2.91%	\$ 44,566,391

City of Tamarac, Florida
Adopted Biennial Budget for FY 2012 and FY 2013

**ALL FUNDS
SCHEDULE OF REVENUES**

Revenue Source	FY 2010 Actual	FY 2011 Amended Budget	FY 2012 Adopted Budget	Dollar Change	Percent Change	FY 2013 Planned Budget
General Fund - 001						
Ad Valorem Taxes	\$ 18,615,754	\$ 16,012,460	\$ 15,940,441	\$ (72,019)	-0.45%	\$ 15,940,441
Sale and Use	1,037,421	1,791,540	1,697,983	(93,557)	-5.22%	1,697,983
Franchise Taxes	4,680,810	4,600,000	5,008,226	408,226	8.87%	5,059,877
Utility Service & Communications Taxes	3,218,296	6,331,300	6,020,037	(311,263)	-4.92%	6,070,537
License/Permit	705,667	717,470	711,095	(6,375)	-0.89%	707,128
Intergovernmental	5,651,028	6,437,630	6,361,180	(76,450)	-1.19%	6,400,950
Charges for Services	1,431,313	1,403,013	1,029,150	(373,863)	-26.65%	1,080,430
Fines and Forfeitures	686,232	545,000	439,000	(106,000)	-19.45%	439,000
Miscellaneous Revenues	1,249,453	1,188,510	1,121,500	(67,010)	-5.64%	1,209,000
Other Sources	6,245,170	5,133,731	4,625,710	(508,021)	-9.90%	4,718,224
Appropriated Fund Balance	-	635,302	3,144,432	2,509,130	394.95%	1,242,821
General Fund Total	43,521,144	44,795,956	46,098,754	1,302,798	2.91%	44,566,391
Fire/Rescue Fund - 120						
Charges for Services	2,207,925	2,044,000	2,240,000	196,000	9.59%	2,245,000
Special Assessments	8,704,112	8,800,000	10,471,708	1,671,708	19.00%	10,471,708
Transfer from General Fund	5,273,810	6,919,670	5,970,102	(949,568)	-13.72%	6,132,213
Other Resources	100,500	187,758	54,280	(133,478)	-71.09%	54,280
Appropriated Fund Balance	-	53,245	-	(53,245)	-100.00%	-
Fire/Rescue Fund Total	16,286,347	18,004,673	18,736,090	731,417	4.06%	18,903,201
Law Enforcement Trust Fund Federal - 128						
Miscellaneous Revenues	30,360	-	-	-	0.00%	-
Law Enforcement Trust Fund Federal Total	30,360	-	-	-	100.00%	-
Law Enforcement Trust Fund State - 130						
Miscellaneous Revenues	204,275	80,549	-	(80,549)	0.00%	-
Law Enforcement Trust Fund State Total	204,275	80,549	-	(80,549)	100.00%	-
Drainage Retention Fund - 140						
Miscellaneous Revenues	1,091	-	-	-	0.00%	-
Appropriated Fund Balance	-	244,049	244,674	625	0.26%	244,674
Drainage Retention Fund Total	1,091	244,049	244,674	625	100.00%	244,674
Parks and Recreation Fund - 142						
Miscellaneous Revenues	1,656	-	-	-	0.00%	-
Appropriated Fund Balance	-	370,472	271,421	(99,051)	-26.74%	271,421
Parks and Recreation Fund Total	1,656	370,472	271,421	(99,051)	-26.74%	271,421
Trafficways Improvement Fund - 144						
Miscellaneous Revenues	4,603	-	-	-	0.00%	-
Appropriated Fund Balance	-	1,029,741	1,032,377	2,636	0.26%	1,029,741
Trafficways Improvement Fund Total	4,603	1,029,741	1,032,377	2,636	0.26%	1,029,741
Public Arts Fund - 146						
Miscellaneous Revenues	68,378	65,000	45,000	(20,000)	-30.77%	65,000
Appropriated Fund Balance	-	1,587,586	1,548,470	(39,116)	-2.46%	1,435,000
Public Arts Fund Total	68,378	1,652,586	1,593,470	(59,116)	-3.58%	1,500,000
Local Option Gas Tax Fund - 148	-	435,600	878,174	442,574	101.60%	1,320,748
Building Fund - 150						
Building Permits	1,687,145	1,650,000	1,450,000	(200,000)	-12.12%	1,450,000
Other Resources	94,637	527,154	387,000	(140,154)	-26.59%	362,000
Transfer from General Fund	148,772	-	198,648	198,648	100.00%	293,661
Building Fund Total	1,930,554	2,177,154	2,035,648	(141,506)	-6.50%	2,105,661
ARRA Grants Fund - 151						
Grant Revenue	-	17,500	-	(17,500)	-100.00%	-
ARRA Grants Fund Total	-	17,500	-	(17,500)	-100.00%	-

City of Tamarac, Florida
Adopted Biennial Budget for FY 2012 and FY 2013

**ALL FUNDS
SCHEDULE OF REVENUES**

Revenue Source	FY 2010 Actual	FY 2011 Amended Budget	FY 2012 Adopted Budget	Dollar Change	Percent Change	FY 2013 Planned Budget
RCMP Grant Fund - 152						
Grant Revenue	-	100,000	-	(100,000)	-100.00%	-
RCMP Grant Fund Total	-	100,000	-	(100,000)	-100.00%	-
Grants Fund - 153						
Grant Revenue	237,236	509,015	-	(509,015)	0.00%	-
Transfer In	-	143,669	-	(143,669)	-100.00%	-
Grants Fund Total	237,236	652,684	-	(652,684)	-100.00%	-
Community Development Block Grant Fund - 154						
Grant Revenues	408,962	1,044,065	377,497	(666,568)	-63.84%	300,000
Miscellaneous Revenues	46	24,952	-	(24,952)	-100.00%	-
Appropriated Fund Balance	-	1,400	-	(1,400)	-100.00%	-
CDBG Fund Total	409,008	1,070,417	377,497	(692,920)	-64.73%	300,000
State Housing Initiative Program Fund - 155						
Grant Revenues	176,930	75,830	-	(75,830)	-100.00%	-
Miscellaneous Revenues	55,359	4,000	-	(4,000)	-100.00%	-
SHIP Fund Total	232,289	79,830	-	(79,830)	-100.00%	-
Home (HUD) Program Fund - 156						
Grant Revenues	144,524	302,143	120,000	(182,143)	-60.28%	120,000
Home (HUD) Fund Total	144,524	302,143	120,000	(182,143)	-60.28%	120,000
CDBG Disaster Recovery Fund - 157						
Grant Revenues	220,713	716,026	-	(716,026)	0.00%	-
Miscellaneous Revenues	-	13,500	13,500	-	0.00%	13,500
CDBG Disaster Recovery Fund Total	220,713	729,526	13,500	(716,026)	-98.15%	13,500
Neighborhood Stabilization Fund - 158						
Grant Revenues	3,144,169	-	-	-	0.00%	-
Appropriated Fund Balance	-	636,607	-	(636,607)	-100.00%	-
Neighborhood Stabilization Fund Total	3,144,169	636,607	-	(636,607)	-100.00%	-
ARRA Fund - 159						
Grant Revenues	87,639	457,261	-	(457,261)	0.00%	-
Miscellaneous Revenues	-	20,800	-	(20,800)	-100.00%	-
ARRA Fund Total	87,639	478,061	-	(478,061)	-100.00%	-
Neighborhood Stabilization 3 Fund - 160						
Grant Revenues	-	1,427,857	-	(1,427,857)	-100.00%	-
Neighborhood Stabilization 3 Fund Total	-	1,427,857	-	(1,427,857)	-100.00%	-
General Obligation Bond Fund - 238						
Ad Valorem Taxes	249,729	231,820	231,820	-	0.00%	231,820
Miscellaneous Revenues	1,398	22,580	22,380	(200)	-0.89%	21,880
General Obligation Bond Fund Total	251,127	254,400	254,200	(200)	-0.08%	253,700
Revenue Bond Fund - 239						
Debt Proceeds	-	9,501,000	-	(9,501,000)	-100.00%	-
Transfer from General Fund	2,601,700	2,572,300	2,672,600	100,300	3.90%	2,312,800
Miscellaneous Revenues	1,897	5,000	147,000	142,000	2840.00%	147,000
Revenue Bond Fund Total	2,603,597	12,078,300	2,819,600	(9,258,700)	-76.66%	2,459,800
Capital Equipment Fund - 301						
Transfer from General Fund	-	-	2,000,000	2,000,000	100.00%	105,000
Transfer from Fire Fund	-	-	441,000	441,000	100.00%	180,500
Appropriated Fund Balance	-	-	-	-	100.00%	254,000
Capital Equipment Fund Total	-	-	2,441,000	2,441,000	100.00%	539,500

City of Tamarac, Florida
Adopted Biennial Budget for FY 2012 and FY 2013

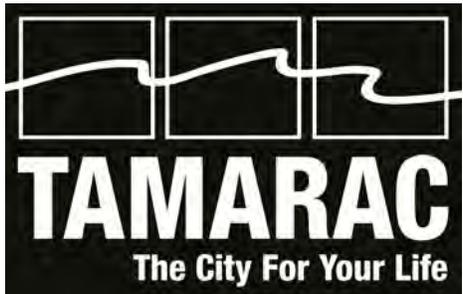
**ALL FUNDS
SCHEDULE OF REVENUES**

Revenue Source	FY 2010 Actual	FY 2011 Amended Budget	FY 2012 Adopted Budget	Dollar Change	Percent Change	FY 2013 Planned Budget
General Capital Improv. Projects Fund - 310						
Transfer from General Fund	1,005,000	-	-	-	0.00%	-
Transfer from Parks and Recreation Fund	-	100,000	40,500	(59,500)	-59.50%	-
Appropriated Fund Balance	-	2,522,911	1,625,900	(897,011)	-35.55%	959,900
Miscellaneous Revenues	146,450	1,970,164	90,000	(1,880,164)	-95.43%	90,000
Debt Proceeds	1,074,760	-	-	-	0.00%	-
General Capital Improv. Projects Fund Total	2,226,210	4,593,075	1,756,400	(2,836,675)	-61.76%	1,049,900
Public Service Facilities Fund - 320						
Median Improvement Funds	-	500,000	750,000	250,000	100.00%	750,000
Miscellaneous Revenues	13,576	63,044	25,000	(38,044)	100.00%	25,000
Appropriated Fund Balance	-	364,346	1,195,000	830,654	227.98%	750,000
Public Service Facilities Fund Total	13,576	927,390	1,970,000	1,042,610	112.42%	1,525,000
Debt Funded Projects Fund - 326						
Bond Proceeds	-	124,587	-	(124,587)	-100.00%	-
Miscellaneous Revenues	103,151	20,000	20,000	-	0.00%	20,000
Appropriated Fund Balance	-	605,533	-	(605,533)	-100.00%	-
Debt Funded Projects Fund Total	103,151	750,120	20,000	(730,120)	-97.33%	20,000
Tamarac Village Fund - 380						
Miscellaneous Revenues	-	559,000	-	(559,000)	-100.00%	-
Line of Credit	-	20,000,000	-	(20,000,000)	-100.00%	-
Tamarac Village Fund Total	-	20,559,000	-	(20,559,000)	-100.00%	-
Stormwater Management Fund - 410						
Charges for Services	-	4,953,790	5,102,400	148,610	3.00%	5,229,960
Miscellaneous Revenues	4,928,526	110,000	110,000	-	0.00%	110,000
Reappropriated Retained Earnings	-	885,114	-	(885,114)	-100.00%	-
Stormwater Management Fund Total	4,928,526	5,948,904	5,212,400	(736,504)	-12.38%	5,339,960
Utilities Operating Fund - 425						
Intergovernmental Revenue	13,047	-	-	-	0.00%	-
Charges for Services	18,908,187	20,442,750	21,149,147	706,397	3.46%	22,230,208
Miscellaneous Revenues	883,335	119,429	88,000	(31,429)	-26.32%	88,000
Other Sources	131,400	-	-	-	0.00%	-
Reappropriated Retained Earnings	-	153,600	-	(153,600)	-100.00%	-
Utilities Operating Fund Total	19,935,969	20,715,779	21,237,147	521,368	2.52%	22,318,208
Utilities CIAC - 432						
CIAC Revenues	-	-	-	-	0.00%	-
Reappropriated Retained Earnings	-	-	-	-	0.00%	-
Miscellaneous Revenues	1,016,634	5,000	5,000	-	0.00%	5,000
Utilities CIAC Fund Total	1,016,634	5,000	5,000	-	0.00%	5,000
Utilities R & R Fund - 441						
Miscellaneous Revenues	554,810	50,000	20,000	(30,000)	-60.00%	20,000
Reappropriated Retained Earnings	-	-	-	-	0.00%	-
Utilities R & R Fund Total	554,810	50,000	20,000	(30,000)	-60.00%	20,000
Risk Management Fund - 504						
Charges for Services	2,152,480	1,501,109	1,222,616	(278,493)	-18.55%	1,259,300
Miscellaneous Revenues	40,967	105,000	65,000	(40,000)	-38.10%	65,000
Reappropriated Retained Earnings	-	612,903	1,309,404	696,501	113.64%	1,288,391
Risk Management Fund Total	2,193,447	2,219,012	2,597,020	378,008	17.03%	2,612,691
TOTAL REVENUES - ALL FUNDS	\$ 100,351,033	\$ 142,386,385	\$ 109,734,372	\$ (32,652,013)	-22.93%	\$ 106,519,096

City of Tamarac, Florida
Adopted Biennial Budget for FY 2012 and FY 2013

**ALL FUNDS
SCHEDULE OF EXPENDITURES**

Department/Division	FY 2010 Actual	FY 2011 Amended Budget	FY 2012 Adopted Budget	Dollar Change	Percent Change	FY 2013 Planned Budget
GENERAL FUND	\$ 41,662,268	\$ 44,795,956	\$ 46,098,754	\$ 1,302,798	2.91%	\$ 44,566,391
SPECIALREVENUE FUNDS						
Fire/Rescue Fund	17,464,144	18,004,673	18,736,090	731,417	4.06%	18,903,201
Law Enforcement Trust Fund	25,000	80,549	-	(80,549)	-100.00%	-
Drainage Retention Fund	-	244,049	244,674	625	0.26%	244,674
Parks and Recreation Fund	-	370,472	271,421	(99,051)	-26.74%	271,421
Trafficways Improvement Fund	-	1,029,741	1,032,377	2,636	0.26%	1,029,741
Public Arts Fund	64,695	1,652,586	1,593,470	(59,116)	-3.58%	1,500,000
Local Option Gas Tax Fund	-	435,600	878,174	442,574	101.60%	1,320,748
Building Fund	1,803,263	2,177,154	2,035,648	(141,506)	-6.50%	2,105,661
ARRA Grants Fund	-	17,500	-	(17,500)	-100.00%	-
RCMP Grant	-	100,000	-	(100,000)	-100.00%	-
Grants Fund	607,756	652,684	-	(652,684)	-100.00%	-
CDBG Fund	409,540	1,070,417	377,497	(692,920)	-64.73%	300,000
SHIP Fund	241,654	79,830	-	(79,830)	-100.00%	-
Home HUD Fund	144,534	302,143	120,000	(182,143)	-60.28%	120,000
CDBG Disaster Recovery Fund	220,713	729,526	13,500	(716,026)	-98.15%	13,500
Neighborhood Stabilization Fund	3,144,168	636,607	-	(636,607)	-100.00%	-
ARRA Fund	87,639	478,061	-	(478,061)	-100.00%	-
Neighborhood Stabilization Fund 3	-	1,427,857	-	(1,427,857)	-100.00%	-
Donations and Sponsorships	9,878	-	-	-	0.00%	-
Special Revenue	24,222,984	29,489,449	25,302,851	(4,186,598)	-14.20%	25,808,946
DEBT SERVICE FUNDS						
General Obligation Bond Fund	262,372	254,400	254,200	(200)	-0.08%	253,700
Revenue Bond Fund	2,384,757	12,078,300	2,819,600	(9,258,700)	-76.66%	2,459,800
Debt Service	2,647,129	12,332,700	3,073,800	(9,258,900)	-76.73%	2,713,500
CAPITAL PROJECTS FUNDS						
Capital Equipment Fund	-	-	2,441,000	2,441,000	100.00%	539,500
Capital Improvement Projects Fund	1,814,059	4,593,075	1,756,400	(2,836,675)	-61.76%	1,049,900
Public Service Facilities Fund	-	927,390	1,970,000	1,042,610	112.42%	1,525,000
CIP Revenue Bond Fund	764,531	750,120	20,000	(730,120)	-97.33%	20,000
Tamarac Village Fund	-	20,559,000	-	(20,559,000)	-100.00%	-
Capital Projects Funds	2,578,590	26,829,585	6,187,400	(20,642,185)	-76.94%	3,134,400
ENTERPRISE FUNDS						
Stormwater Management Fund	4,438,263	5,948,904	5,212,400	(736,504)	-12.38%	5,339,960
Utilities Operating Fund	22,630,525	20,715,779	21,237,147	521,368	2.52%	22,318,208
Utilities CIAC Fund	-	5,000	5,000	-	-	5,000
Utilities Construction Fund	128,468	-	-	-	-	-
Utilities R & R Fund	(1,422,529)	50,000	20,000	1,155,000	68.26%	20,000
Enterprise Funds	25,774,727	26,719,683	26,474,547	(245,136)	-0.92%	27,683,168
INTERNAL SERVICE FUND						
Risk Management Fund	1,733,310	2,219,012	2,597,020	378,008	17.03%	2,612,691
Internal Service Fund	1,733,310	2,219,012	2,597,020	378,008	17.03%	2,612,691
TOTAL EXPENDITURES ALL FUND	\$ 98,619,008	\$ 142,386,385	\$ 109,734,372	\$ (32,652,013)	-22.93%	\$ 106,519,096



City of Tamarac, Florida
Adopted Biennial Budget for FY 2012 and FY 2013

SUMMARY OF CHANGES IN FUND BALANCES--OPERATING FUNDS

	General Fund	Fire Rescue Fund	Building Fund	Stormwater Fund	Utilities Operating Fund	Insurance Services Fund
September 30, 2010 Year End Fund Balance (Undesignated, Audited)	\$14,229,231	\$1,536,805	\$127,292	\$10,201,059	\$10,143,788	\$7,151,737
FY 2011 Amended Budget Revenues	\$ 44,160,654	\$ 17,993,155	\$ 1,853,500	\$ 5,015,660	\$ 20,562,179	\$ 1,606,109
FY 2011 Appropriated Fund Balance	635,302	-	323,654	675,529	153,600	612,903
FY 2011 Amended Budget Expenditures	44,795,956	17,993,155	2,177,154	5,691,189	20,715,779	2,219,012
Net Gain (Loss) to Fund Balance	\$ (635,302)	\$ -	\$ (323,654)	\$ (675,529)	\$ (153,600)	\$ (612,903)
October 1, 2011 Fund Balance (Undesignated, unaudited)	\$ 13,593,929	\$ 1,536,805	\$ (196,362)	\$ 9,525,530	\$ 9,990,188	\$ 6,538,834
FY 2011 Projected Actual Revenues	42,986,322	17,721,211	1,787,931	5,064,940	19,482,678	1,558,126
FY 2011 Projected Actual Expenditures	42,217,778	17,585,185	1,957,690	3,794,569	18,550,068	1,710,000
Net Gain (Loss) to Fund Balance/ Net Assets	\$ 768,544	\$ 136,026	\$ (169,759)	\$ 1,270,371	\$ 932,610	\$ (151,874)
September 30, 2011 Year End Fund Balance (Projected)	\$ 14,362,473	\$ 1,672,831	\$ (366,121)	\$ 10,795,901	\$ 10,922,798	\$ 6,386,960
FY 2012 Adopted Budget Revenues	\$ 43,309,272	\$ 18,706,090	\$ 2,035,648	\$ 5,212,400	\$ 21,421,781	\$ 1,287,616
FY 2012 Appropriated Fund Balance	3,561,241	-	-	-	-	1,309,404
FY 2012 Adopted Budget Expenditures	46,870,513	18,706,090	2,035,648	5,212,400	21,421,781	2,597,020
Projected Net Gain (Loss) to Fund Balance	\$ (3,561,241)	\$ -	\$ -	\$ -	\$ -	\$ (1,309,404)
September 30, 2012 Projected Fund Balance	\$ 10,801,232	\$ 1,672,831	\$ (366,121)	\$ 10,795,901	\$ 10,922,798	\$ 5,077,556
FY 2013 Planned Budget Revenues	\$ 43,766,362	\$ 18,873,201	\$ 2,099,361	\$ 5,339,960	\$ 22,512,536	\$ 1,324,300
FY 2013 Appropriated Fund Balance	1,083,409	-	-	-	-	1,288,391
FY 2013 Planned Budget Expenditures	44,849,771	18,873,201	2,099,361	5,339,960	22,512,536	2,612,691
Projected Net Gain (Loss) to Fund Balance	\$ (1,083,409)	\$ -	\$ -	\$ -	\$ -	\$ (1,288,391)
September 30, 2013 Projected Fund Balance	\$ 9,717,823	\$ 1,672,831	\$ (366,121)	\$ 10,795,901	\$ 10,922,798	\$ 3,789,165

All estimates are unaudited and based on preliminary year-end results.

Changes in Fund Balances--Operating Funds

These are the City's Operating Funds. The City of Tamarac has adopted a Fund Balance Policy. The purpose of the Fund Balance Policy is to provide increased financial stability, by ensuring that the City maintains a prudent level of financial resources to protect against reducing service levels or raising taxes and fees because of temporary revenue shortfalls or unexpected one-time expenditures. The policy sets acceptable ranges of fund balance for each fund that contains operating revenues. The amounts set for each fund are based on the predictability of revenues, volatility of expenditures, and liquidity requirements of each fund. In some cases, the range of fund balance is determined by bond covenants. The policy also provides guidelines for actions that should be implemented should the fund balance either grow or diminish to amounts outside of the recommended ranges.

The City's Biennial Budget seeks to preserve and build fund balances in each of the operating funds to continue implementation of the Fund Balance Policy. Budgeting in both FY 2012 & FY 2013 was performed conservatively so that, for the most part, available revenues funded anticipated expenses and preserved fund balance levels. Changes in fund balance for the operating funds do not exceed 10% for the FY 2012 and FY 2013 Budgets.

The Building Fund shows a negative fund balance projected for October 1, 2011 due to issuance of lower cost permits and maintenance of customer service oriented service levels driving expenditures. The City's General Fund revenues will continue to support the financial stability of Building Fund in order to maintain these service levels until sufficient revenues are received from building permits and other miscellaneous revenues sources.

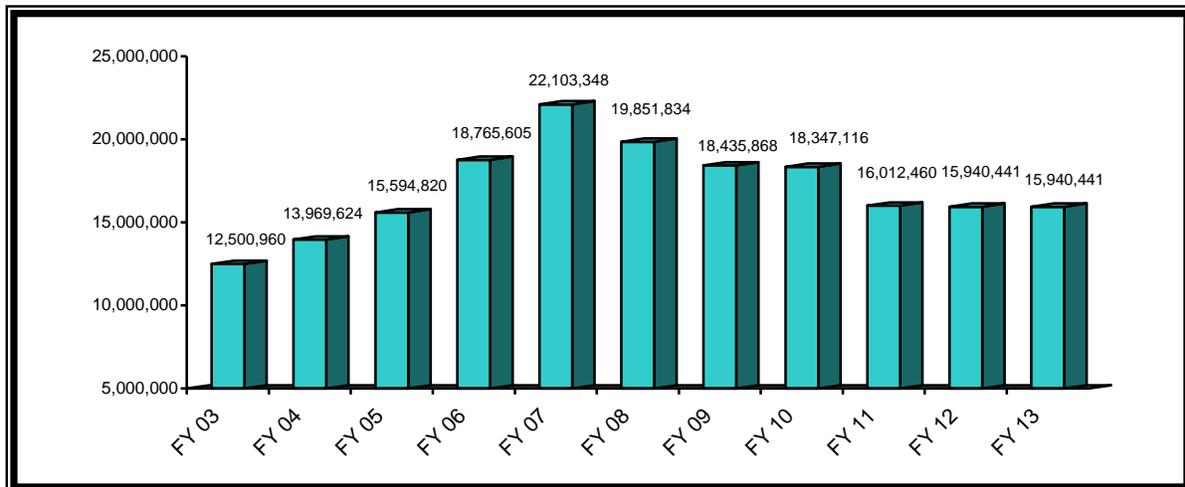
MAJOR REVENUE SOURCES: TRENDS

Major General Fund revenue sources for the City of Tamarac are property taxes, utilities and franchise fees, sales and use taxes, telecommunication service taxes, and intergovernmental revenues. Property taxes, franchise fees and intergovernmental revenues have been steadily increasing throughout the years. However, as shown below, beginning in FY 2008 there has been a steady decline in these areas due to economic instability.

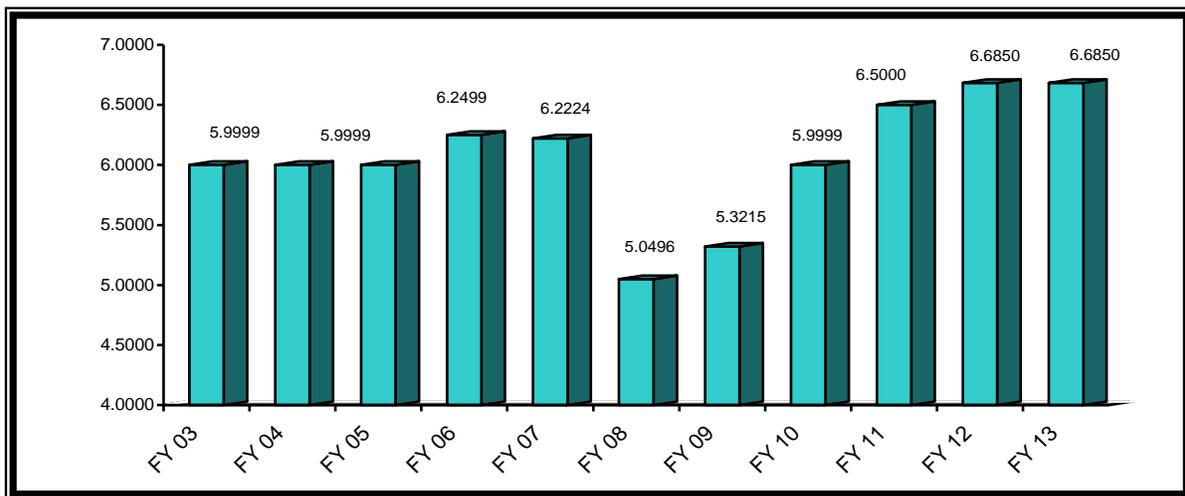
Property Tax

The Property Tax budget is determined through the calculation of the City's millage rate applied to the total taxable value of property within the City as reported by the Broward County Property Appraiser. The graph below illustrates the recent history and projections of property tax revenue for the City.

Property Tax Revenue History

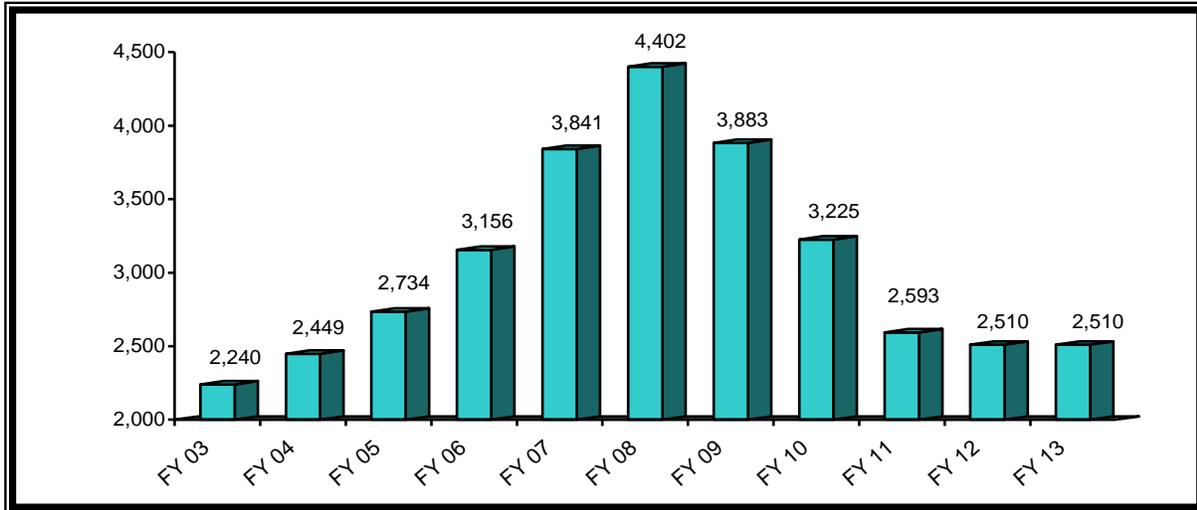


Millage Rate History



MAJOR REVENUE SOURCES: TRENDS

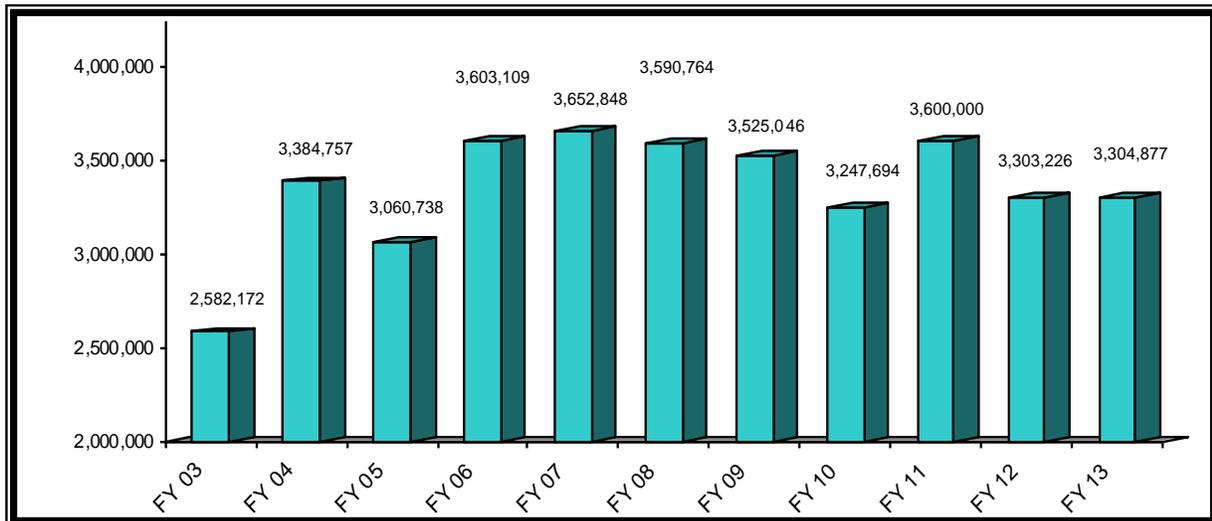
Tamarac Taxable Value History in Billions



Franchise Fees

Franchise fees are negotiated fixed fees to a company or utility for the use of municipal right-of-ways (poles, lines, pipes, etc.) and could include the value of the right for the utility to be the exclusive provider of its services within the City. The City has franchise agreements for electricity, solid waste and towing.

Franchise Tax – Electric History

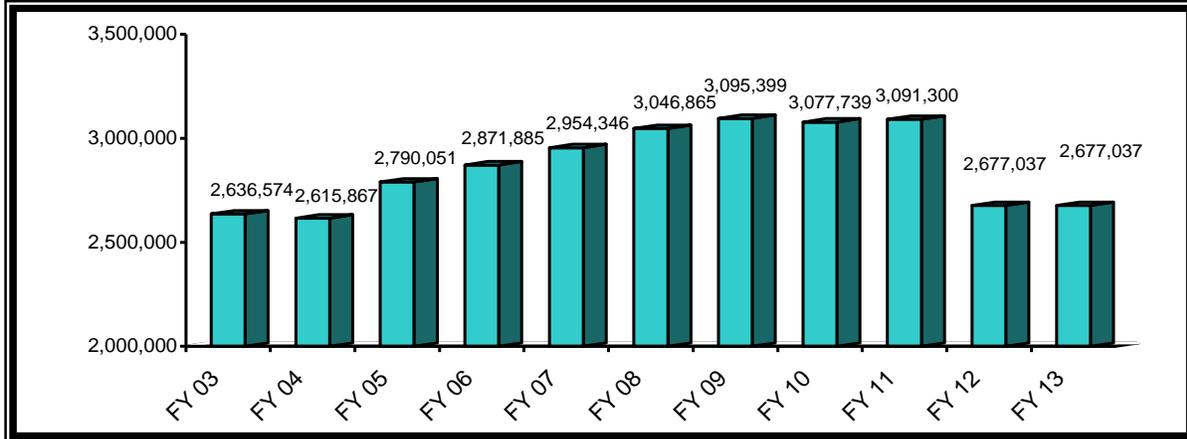


MAJOR REVENUE SOURCES: TRENDS

Communication Services Tax

Communications Services Tax (CST) applies to telecommunications, cable, direct-to-home satellite, cellular telephone and related services. The CST revenue is collected and distributed by the State of Florida and is a combination of two individual taxes: A State of Florida communications services tax and the local communications services tax. The graph below illustrates CST revenue history and projections for the City.

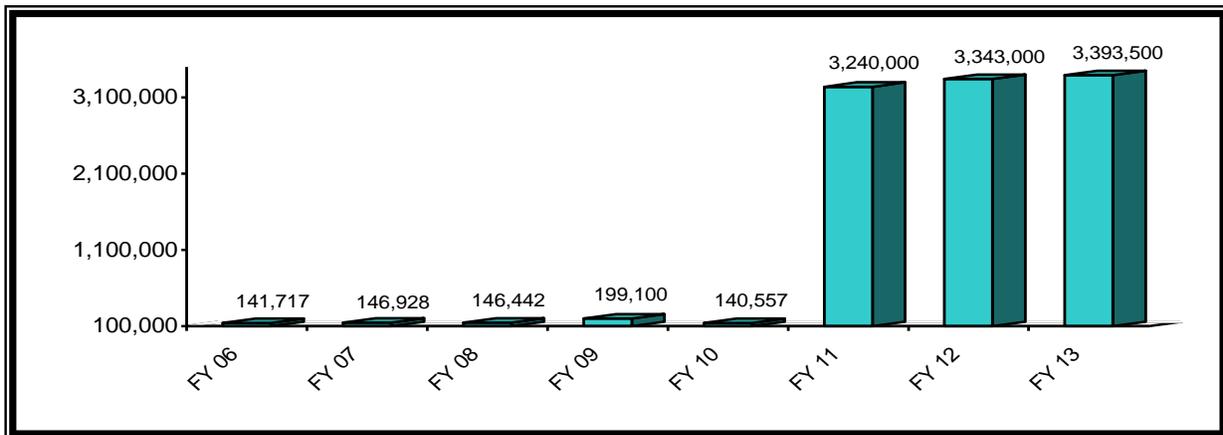
Communication Services Tax History



Public Service Tax

A Public Service Tax is levied on the purchase of electricity, metered natural gas, liquefied petroleum gas either metered or bottled, manufactured gas either metered or bottled, and water service. This revenue source was implemented during FY 2010 in a much needed effort to bridge the gap in other declining revenue sources such as property and other fees. The FY 2012 and FY 2013 anticipated revenue is approximately \$3.34 million and \$3.39 million respectively.

Public Service Tax History

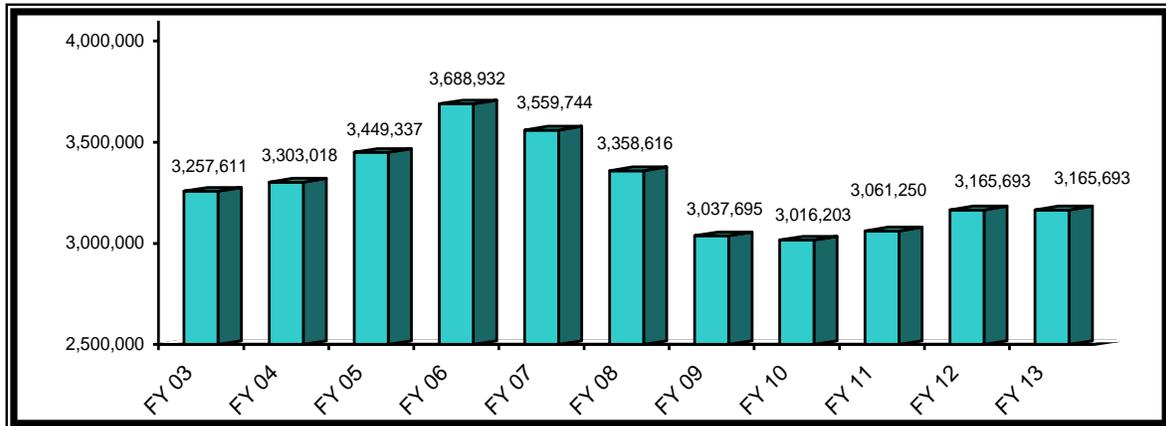


MAJOR REVENUE SOURCES: TRENDS

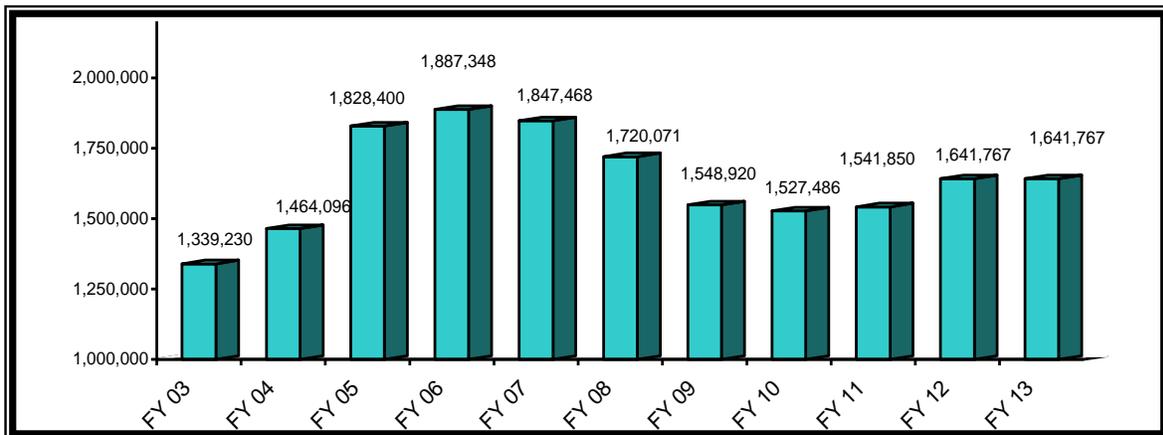
Intergovernmental Revenues

This category includes revenues received from federal, state, and other local governmental sources in the form of shared revenues. The state shared revenues which are considered major revenue sources to Tamarac are the Half-Cent Sales Tax and Municipal Revenue Sharing.

Half-Cent Sales Tax History



Municipal Revenue Sharing History

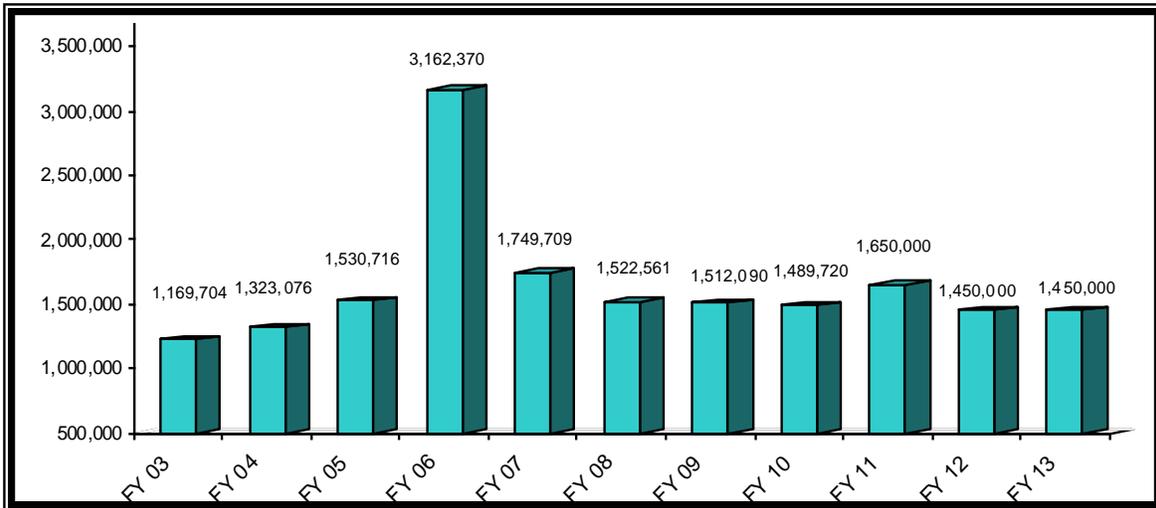


MAJOR REVENUE SOURCES: TRENDS

Building Fund: Licenses and Permits

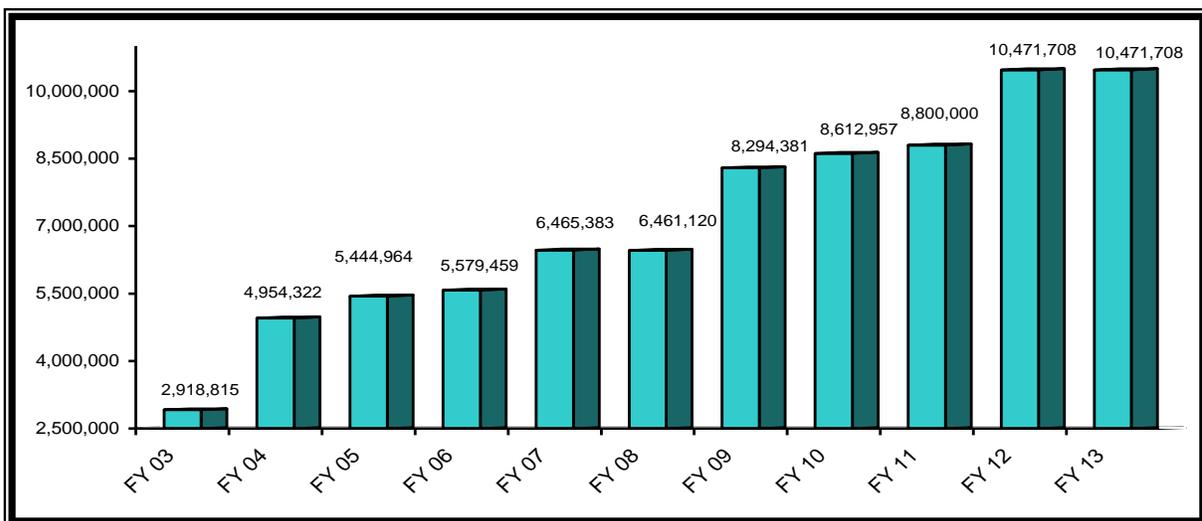
The licenses and permits category consists primarily of building permits and occupational license revenues. Building permits have shown the greatest volatility, which reflects building “boom” cycles within the City. The amount collected in 2006 was driven by increased activity due to re-building efforts after Hurricane Wilma. Fees were increased in FY 2008 to help offset the impact of declining building activity levels to ensure that fees fully support the services provided.

Building Permit History



Fire Rescue Fund: Fire Assessment Fee

A primary revenue source for the Fire Rescue Fund is a non-ad valorem special assessment levied on residential and commercial property owners. Fire Assessment Revenues are estimated with the City’s consultant through a calculation of recoverable costs and property types and classifications. The fee level for FY 2012 and FY 2013 provides 90% of necessary funding based on a five (5) year rolling average.

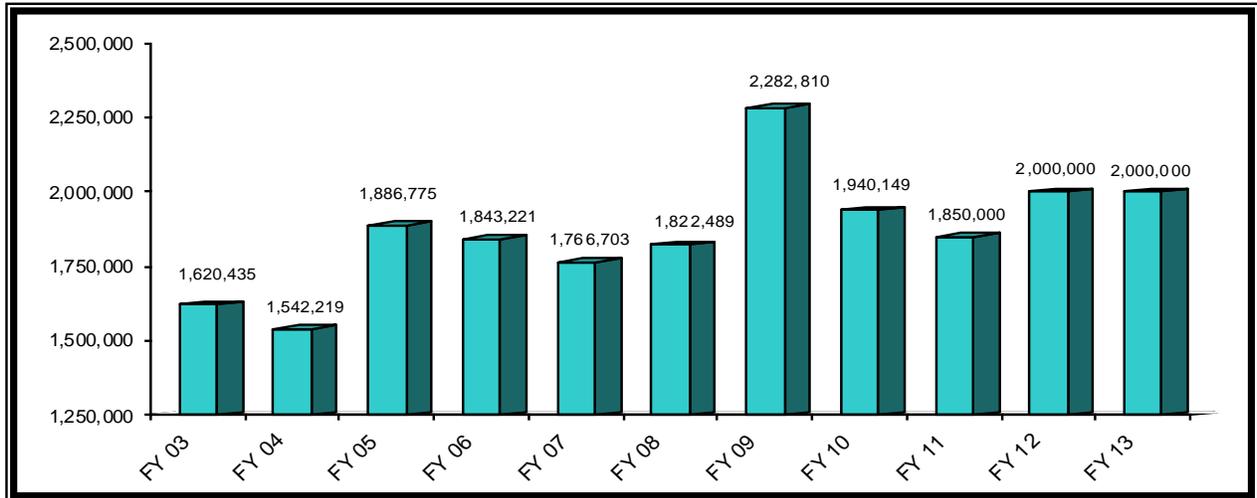


MAJOR REVENUE SOURCES: TRENDS

Fire Rescue Fund: Emergency Service Fee

The second significant revenue source in the Fire Rescue fund is transport fees collected from users of ambulance and rescue services, also known as Emergency Service Fees. Emergency service fee revenue is estimated by trend analysis, utilization of historical data, and input from the department on projected activity levels.

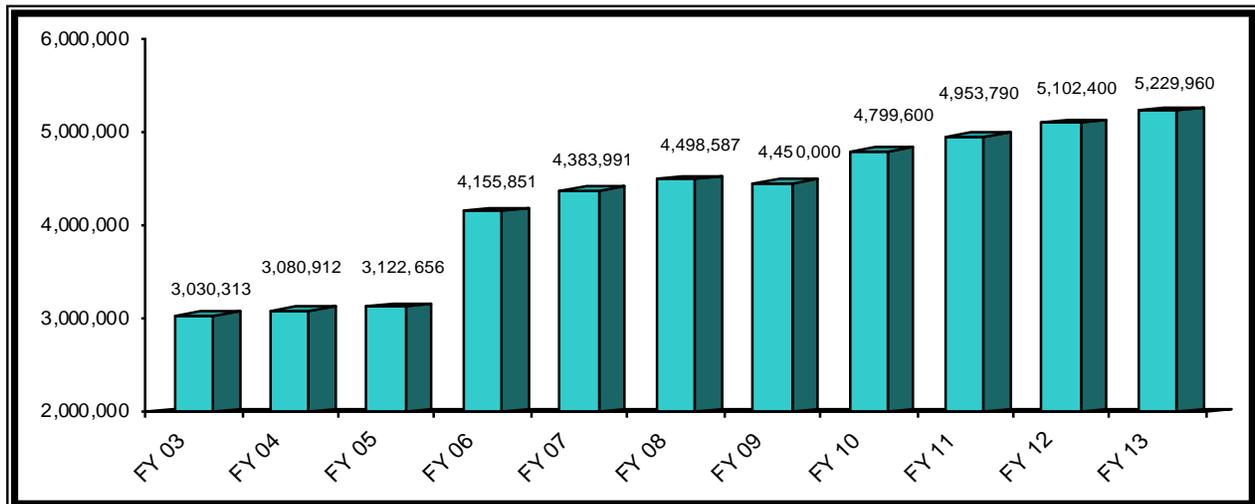
Emergency Service Fee History



Stormwater Fund: Stormwater Fee

The major revenue source in this fund, supporting 100% of operating and capital costs, is the Stormwater Fee which is charged to all property owners for the services of the Stormwater Management Program. This fund was created to comply with the National Pollutant Discharge Elimination System (NPDES). Property is classified as undeveloped, residential or non-residential, and a fee is associated with each.

Stormwater Fee History

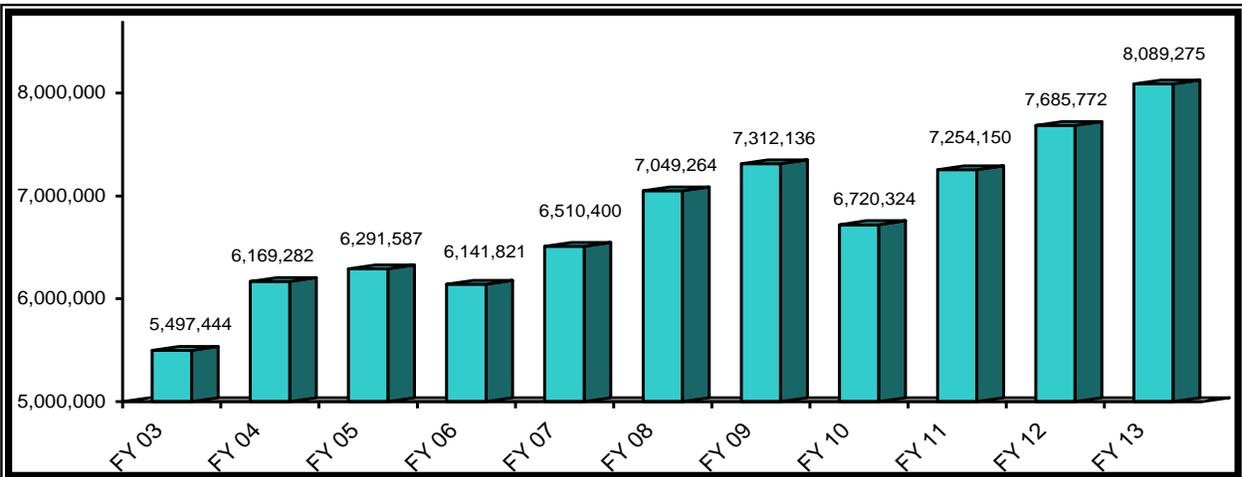


MAJOR REVENUE SOURCES: TRENDS

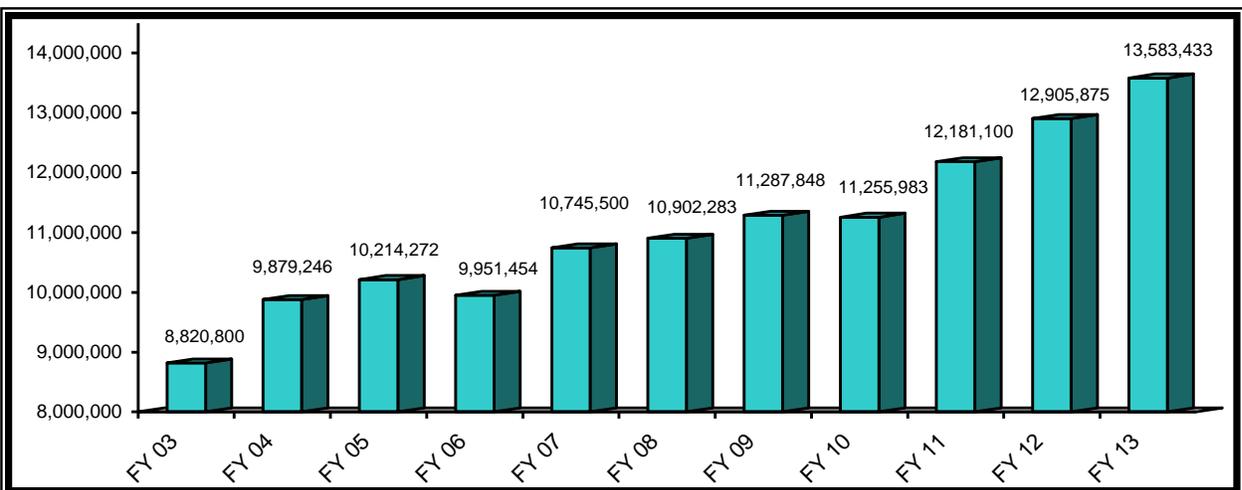
Utilities Fund: Water and Wastewater Revenues

The Utilities Fund is funded through charges for services to residential and commercial customers for water and wastewater charges. The City provides water in a safe and efficient manner and transports the wastewater from these dwellings. The City pays Broward County for the wastewater disposal, as a participating member of the County's North Regional Wastewater Treatment Plant. Charges for Services revenues provide approximately 98% of the revenues to support the operations of the Utilities Department.

Water Revenues



Wastewater Revenues



FINANCIAL MANAGEMENT POLICIES

The National Advisory Council on State and Local Budgeting (NACSLB) developed a comprehensive set of recommended budget practices that has been endorsed by the Government Finance Officers Association, ICMA, academia, etc. These recommended practices provide a framework for the budget process encompassing a broad scope of governmental planning and decision-making with regard to the use of resources.

Element # 4 of Principal # 2, Adopt Financial Policies addresses the need for jurisdictions to establish policies to help frame resource allocation decisions.

As such, following are recommended financial management policies developed within the guidelines of the NACSLB) with the associated measurable benchmarks (use word to describe that it can be measured) for adoption by the City Commission.

OPERATING MANAGEMENT

Policy #1: Revenue estimates for annual budget purposes should be conservative. In this light, General Fund revenues should be budgeted in the manner delineated below.

- A. Property taxes should be budgeted at 95% of the Property Appraiser's estimate as of July.
- B. State shared revenues should be budgeted at 95% of the State Department of Revenue estimate. This includes the Communication Services Tax, Half-cent Sales Tax and State Revenue Sharing.
- C. Franchise fee revenue should be budgeted at 95% of the maximum estimate prepared by Financial Services Department.
- D. Public Service Taxes on Electric, Propane and Natural Gas should be budgeted at 95% of the maximum estimate prepared by the Financial Services Department.

Policy #2: The annual budget should be maintained in such a manner as to avoid an operating fund deficit. The annual budget should show fiscal restraint. Expenditures should be managed to create a positive cash balance (surplus) in each fund at the end of the fiscal year.

Policy #3: The City should maintain a prudent cash management and investment program in order to meet daily cash requirements, increase the amount available for investment, and earn the maximum rate of return on invested funds commensurate with appropriate security. The City will use the following performance benchmarks for its investment portfolio.

- A. The Bank of America Merrill Lynch 1-3 Year US Treasury & Agency Index which is a subset of The Bank of America Merrill Lynch US Treasury & Agency Index including all securities with a remaining term to final maturity less than 3 years, will be used as a benchmark for the performance of funds designated as core funds and other non-operating funds that have a longer-term investment horizon. The index will be used as a benchmark to be compared to the portfolio's total rate of return.
- B. The S & P Rated LGIP Index/All will be used as a benchmark as compared to the portfolio's net book value rate of return for current operating funds.

Policy #4: Reserve funds shall not be used to fund recurring expenditures. Fund balances should be maintained at fiscally sound levels in all funds. Such levels are delineated below.

The City shall maintain a minimum undesignated fund balance in the General Fund of 5% of annual expenditures, including Interfund transfers out.

FINANCIAL MANAGEMENT POLICIES

Reserved/Designated:

Disaster Reserve	\$1,000,000	FY 2011
	\$1,000,000	FY 2012
	\$1,000,000	FY 2013

The disaster reserves are to be used in emergency situations and as a match for Federal Emergency Management Agency (FEMA) funds.

Capital Vehicles and Equipment	\$500,000	FY 2011
	\$500,000	FY 2012
	\$500,000	FY 2013

Reserves shall be used to fund emergency replacements and/damaged equipment vehicles only.

Facilities Maintenance	\$400,000	FY 2011
	\$400,000	FY 2012
	\$400,000	FY 2013

Land Acquisition	\$3,000,000	FY 2011
	\$3,000,000	FY 2012
	\$3,000,000	FY 2013

Economic Development	\$500,000	FY 2011
	\$500,000	FY 2012
	\$500,000	FY 2013

Economic Stabilization	\$3,000,000	FY 2011
	\$3,000,000	FY 2012
	\$3,000,000	FY 2013

Technology Replacement	\$800,000	FY 2011
	\$800,000	FY 2012
	\$800,000	FY 2013

After all general fund minimum reserve balances have been met excess undesignated reserves may be set aside to provide additional funding in any designated reserve.

Water & Sewer:

- A. An operating reserve balance at least equal to 25% of the cost of operation and maintenance in the annual budget for the then current fiscal year.
- B. Any surplus revenue in excess of this operating reserve minimum balance target is utilized to pay for all or a portion of the cost of capital projects.
- C. An annual transfer to the Renewal and Replacement Fund equal to 5% of the prior fiscal year's gross revenues (not cumulative).
- D. After deposit, surplus Renewal and Replacement funds above the Renewal and Replacement Fund Requirement are available to fund capital projects and these funds are used for this purpose in each year.

FINANCIAL MANAGEMENT POLICIES

Stormwater:

- A. A working capital reserve of 10% of annual revenues shall be budgeted in the annual budget for the then current fiscal year. This amount is not cumulative.

Policy #5: The City shall maintain adequate protection from loss due to property damage or liabilities of the City. The City shall maintain a risk fund for workers' compensation and property/liability and ensure adequate resources are available to support the value of incurred but not reported (IBNR) claims.

Policy #6: The City will not commit itself to the full extent of its taxing authority.

Policy #7: The City will not fund ordinary recurring municipal services with temporary or nonrecurring revenue sources.

Policy #8: Actual indirect costs associated with the operations of all funds other than the general fund will be identified and accounted against the operations of those funds and be reimbursed to the general fund.

Policy #9: All fee schedules and user charges should be annually reviewed for adjustment to ensure that rates are equitable and cover the total cost of the service or that portion of the total cost established by policy of the Tamarac City Commission. The following framework is recommended by the administration to be applied to user fees:

- A. Total Fee Support (100%)

Enterprise Funds:
Water/Sewer
Stormwater

Special Revenue Funds:
Building Fund

- B. Moderate Fee Support (40 - 100%)

General Fund:
Planning
Zoning

- C. Parks & Recreation – Fees shall be established in accordance with Administrative Policy 04-03

Parks & Recreation Fees shall be adjusted annually to maintain, at a minimum, the same percentage of cost recovery as in the prior year.

Policy #10: Payment in Lieu of Taxes shall be charged to the Utilities and Stormwater funds at the rate of 6% of revenue for the purpose of recovering the costs associated with administering the use of, maintenance of, and ensuring the safe use of its streets, rights-of-way and public owned properties used by the utilities and storm water funds in providing and furnishing services to its customers.

Policy #11: The financial burden on the City's taxpayers must be minimized through systematic annual program reviews and evaluation aimed at improving the efficiency and effectiveness of City programs. As such, the annual budget will be based on a City-wide work program of goals, implemented by departmental goals and objectives.

Policy #12: The City's role in social service funding should be supplemental (addressing special or unique local needs) to the basic responsibilities of regional agencies. Funding shall be restricted to those funds provided through the Community Development Block Grant (C.D.B.G) program.

FINANCIAL MANAGEMENT POLICIES

Policy #13: City management is responsible for recovery of budgeted and non-ad valorem revenues as planned for in the budget. Management shall maintain adequate billing and claiming processes in order to effectively manage their accounts receivable systems in conformance with the fiscal plan and sound business principles.

Policy #14: The City will annually review the Capital Improvements Element of the Comprehensive Plan to ensure that required fiscal resources will be available to provide the public facilities needed to support the adopted level of service standards.

Policy #15: The City will annually prepare a six-year asset improvements program. The asset improvements program will identify the source of funding for all projects, as well as the impact on future operating costs.

Policy #16: Every appropriation, except an appropriation for a capital improvement expenditure and multi-year grants, shall lapse at the close of the fiscal year to the extent that it has not been expended or encumbered. An appropriation for a capital improvement expenditure and a multi-year grant shall continue in force, i.e. not be required to be re-budgeted, until the purpose for which it was made has been accomplished or abandoned; the purpose of any such appropriation shall be deemed abandoned if three (3) years pass without any disbursement from or encumbrance of the appropriation unless extended by action of the City Commission.

DEBT MANAGEMENT

Policy #17: The City will issue and comply with a comprehensive debt management policy.

INVESTMENT MANAGEMENT

Policy #18: The City will issue and comply with a comprehensive investment management policy.

ACCOUNTS MANAGEMENT AND FINANCIAL PLANNING

Policy #19: Accounting systems shall be maintained in order to facilitate financial reporting in conformance with generally accepted accounting principles of the United States.

Policy #20: An annual financial audit shall be prepared in conformance with Florida state law.

Policy #21: Financial systems shall be maintained in a manner that provides for the timely monitoring of expenditures, revenues, performance and receivables/billing status on an ongoing basis.

Policy #22: Forecasting of revenues and expenditures for major funds shall be accomplished in conjunction with the development of the annual operating budget in accordance with recommended practices of the National Advisory Council on State and Local Budgeting (NACSLB).

Policy #23: The City shall annually seek the GFOA Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award.

ECONOMIC RESOURCES

Policy #24: The City should diversify and expand its economic base in order to relieve the homeowner from the most significant share of the tax burden and to protect the community against economic downturns. This effort should include the attraction of new businesses, retaining existing businesses, enticement of new residents, and tourism.

Policy #25: The City should encourage economic development initiatives that provide growth in the tax base and employment for City residents as a first priority and in the County and region as a second priority.

FUND DESCRIPTIONS

Governmental accounting systems should be organized and operated on a fund basis. Individual resources are allocated to, and accounted for, in separate accounting entities--identified as funds--based upon the purposes for which they are to be spent and the means by which spending activities are legally controlled. Governmental units should establish and maintain those funds as required by law and with sound financial administration. Individual funds are classified into three broad categories: Governmental, Proprietary, and Fiduciary.

GOVERNMENTAL FUND TYPES

Governmental Fund Types are subdivided into four sections: General Fund, Special Revenue Funds, Debt Service Funds, and Capital Projects Funds.

General Fund - Accounts for all financial resources, except those required to be accounted for in another fund.

- **FUND 001 - GENERAL FUND** - The General Fund of a government unit serves as the primary reporting vehicle for current government operations. The General Fund, by definition, accounts for all current financial resources not required by law or administrative action to be accounted for in another fund. The major sources of revenue for the General Fund include: ad valorem taxes, franchise taxes, user fee charges and intergovernmental revenues. The major departments funded here are: City Manager, City Attorney, City Clerk, Financial Services, Human Resources, Community Development, Parks and Recreation, and Public Works. The police services contract with the Broward Sheriff's Office is also funded in the General Fund.

Special Revenue Funds - Account for the proceeds of specific revenue sources legally restricted to expenditures for specified purposes.

- **FUND 120 - FIRE RESCUE FUND** - The Fire Rescue Fund is a special revenue fund used to account for revenues that provide for fire rescue services, facilities and programs in the City. The major sources of revenue for the fire rescue fund are: fire assessment, a transfer in from the General Fund to support rescue and non-fire related services and activities, and user charges for emergency transportation and fire prevention. Concerning the fire assessment, the City Code states, "Fire rescue services possess a logical relationship to the use and enjoyment of improved property by: (1) protecting the value of the improvements and structures through the provision of available fire rescue services; (2) protecting the life and safety of intended occupants in the use and enjoyment of improvements and structures within improved parcels; (3) lowering the cost of fire insurance by the presence of a professional and comprehensive fire rescue program within the City; and (4) containing the spread of fire incidents occurring on vacant property with the potential to spread and endanger the structures and occupants of improved property."

- **FUND 140 - DRAINAGE RETENTION FUND** - The Drainage Retention Fund is a special revenue fund used to facilitate drainage improvements, retention, and expansion made necessary by new developments. Its primary source of revenue is generated through impact fees charged to developers. Section 10-223(b)(4) of the City's code states, "In addition to any other fee, each developer seeking approval of a site plan or plat if presented to the Commission prior to its consideration of a site plan for the same property shall pay a fee of one hundred thirty dollars per acre for drainage improvements or drainage retention or upgrading or augmentation of the systems or any other related drainage purposes, for each acre of land sought to be developed at the time of approval of a site plan."

FUND DESCRIPTIONS

- **FUND 142 - PARKS AND RECREATION FUND** - The Parks and Recreation Fund is a special revenue fund with monies generated from impact fees charged to developers in lieu of dedicating land. Section 10-296(a) of the City's code states, "No final site development plan shall be approved nor shall a building permit be issued in connection with the property covered by the site development plan unless land has been dedicated to the city for park, playground, recreational, open space or other park purposes to provide for the recreational needs of future residents, or a cash payment has been made in lieu thereof." In addition, Section 10-296(e) states, "All cash payments in lieu of dedication shall be deposited and held in an appropriate trust account."
- **FUND 144 - TRAFFICWAYS IMPROVEMENT FUND** - The Trafficways Improvement Fund is a special revenue fund that generates revenues from impact fees. Section 10-296(a) of the city's code states, "It has been determined by the City Commission that any new land development activity generating traffic in the city should be charged a reasonable fair share fee to help regulate the new land development activity's effect on roads and related facilities." In addition, Section 10-292 states, "The funds collected by reason of the establishment of a fair share fee in accordance with this division shall be used solely for the purpose of construction or improvement of roads, streets, highways, and bridges on the city's network system."
- **FUND 146 - PUBLIC ART FUND** - The Public Art Fund is a special revenue fund created in FY 2004 to properly account for the public art activities in the City. Revenues are collected from development activity to fund public art projects in the City, and a Public Art Committee will meet periodically to review projects utilizing these funds.
- **FUND 148 - LOCAL OPTION GAS TAX** - The Local Option Gas Tax represents \$.03 of the additional \$.05 levy by Broward County and is collected on each gallon of gas sold within the county. The City's annual receipts are based upon a locally agreed upon distribution formula based on population and are recorded in this special revenue fund. Gas taxes are used to fund the construction of new roads and sidewalks, intersection improvements and improvements of the City's existing transportation network.
- **FUND 150 - BUILDING FUND** - The Building Fund is a special revenue fund created in FY 2011 to properly account for the building department activities within the City. Revenues are collected from development activity to fund building department operations.
- **FUND 153 - GRANTS FUND** - The Grants Fund is a special revenue fund created in FY 1997 to properly account for grant activity in the City, as recommended by the City's external auditor. The purpose of the fund is to allow better control over grant monies in order to prevent potential incidents of noncompliance with grantor requirements and the Single Audit Act.
- **FUND 154 - COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM FUND** - This grant fund is a special revenue fund that was created in FY 2000 upon the acceptance of the grant agreement between the City and the U.S. Department of Housing and Urban Development (HUD). This fund will account for revenues and expenditures for housing rehabilitation, qualified public safety programs, and public services.
- **FUND 155 - STATE HOUSING INITIATIVE FUND** - This State Housing Initiative Program Fund is a special revenue fund created in FY 2000 to properly account for funds received from the State Housing Initiatives Partnership for the purpose of providing affordable housing in the City.
- **FUND 156 - HOME FUND** - This grant fund is a special revenue fund that was created in FY 2007 upon the acceptance of the grant agreement between the City and the U.S. Department of Housing and Urban Development (HUD). Home Investment Partnership Funds Consortium with Broward County provides assistance to homeowners for home rehabilitation to correct health or safety issues, address code violations, and bring homes up to the local or state building code for households within the HOME funding guidelines.

FUND DESCRIPTIONS

- **FUND 157 - CDBG DISASTER RECOVERY FUND STATE HOUSING INITIATIVE FUND** - Disaster Recovery Initiative (DRI) funds received from Department of Community Affairs to address the needs of local jurisdictions following the 2005 Hurricane Season
- **FUND 158 - NEIGHBORHOOD STABILIZATION PROGRAM (NSP1) FUND** - Funds received from the Housing and Economic Recovery Act of 2008 (HERA) to address foreclosures and abandoned properties within the City.
- **FUND 159 - AMERICAN RECOVERY REINVESTMENT ACT FUND (ARRA)** - Provides funding from the Department of Energy in the form of an Energy Efficiency and Conservation Block Grant (EECBG) to fund solar panels, virtual servers, and development of an overall energy conservation and efficiency plan.
- **FUND 160 - NEIGHBORHOOD STABILIZATION PROGRAM (NSP3) FUND** - Funds received under the Wall Street Reform and Consumer Protection Act of 2010, American Recovery and Reinvestment Act of 2009, and the Housing and Economic Recovery Act of 2008 to acquire properties for the purpose of rehabilitation and resale.

Debt Service Funds - Account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

- **FUND 238 - GENERAL OBLIGATION BOND FUND** - The General Obligation Fund is a debt service fund set up to meet bond requirements by making the interest and principal payments in accordance with the debt service schedule. These bonds were issued as a result of refinancing the 1986 and 1987 General Obligation Bonds that were used to finance the construction of the City Hall and the Police Facility. The 1998 General Obligation Bond was used to finance the construction of the Community Center. The primary source for this fund is property taxes.
- **FUND 239 - REVENUE BOND FUND** - The Revenue Bond Fund is a debt service fund set up to meet bond requirements by making the interest and principal payments in accordance with the debt service schedule. Bonds included in this fund are the Sales Tax Revenue Refunding Bond, Series 2010, Capital Improvement Revenue Bond, Series 2005 and the Sales Tax Revenue Refunding Bonds, Series 2009

Capital Projects Funds - Account for financial resources to be used for the acquisition or construction of major capital facilities, vehicles, or equipment.

- **FUND 301 - CAPITAL EQUIPMENT FUND** - This fund is used for the purpose of budgeting for and purchasing governmental fund capital vehicles and equipment.
- **FUND 310 - GENERAL CAPITAL IMPROVEMENTS FUND** - This fund is used for the purpose of budgeting general capital improvement projects.
- **FUND 320 - FACILITIES IMPROVEMENT PROJECT FUND** - This fund is used for the purpose of budgeting the Facilities Improvement Revenue Bond issued in FY 2002 for the a Fire Station, Development Services Building, and other facility projects.
- **FUND 326 - C.I.P. BOND FUND** - This fund is used for the purpose of budgeting the Capital Improvement Projects funded through the Capital Improvement Revenue Bonds, Series 2005.

PROPRIETARY FUND TYPES

Proprietary Fund Types are subdivided into two sections: Enterprise Funds and Internal Service Funds.

Enterprise Funds - Account for operations (a) that are financed and operated in a manner similar to private business enterprises--where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

- **FUND 410 - STORMWATER MANAGEMENT FUND** - The Stormwater Management Fund that began October 1, 1993 is an enterprise fund. Fees are charged on all residential units, commercial property, and vacant land. The fund accounts for management of stormwater run off into the ground and the maintenance of canal ways.

- **SUB-FUND 411 - STORMWATER MANAGEMENT CAPITAL IMPROVEMENT FUND** - The Stormwater Management Capital Improvement Sub-Fund is used to fund major stormwater capital improvement construction projects.

- **FUND 425 - UTILITIES OPERATING FUND** - The Utilities Operating Fund is an enterprise fund that accounts for water and sewer services provided to Tamarac residents. Tamarac Utilities has its own water treatment plant that produces and sells water to approximately 18,000 customers west of State Road 7. Tamarac Utilities purchases water from Fort Lauderdale, which is sold to approximately 1,000 customers east of State Road 7. Wastewater is collected and transmitted to Broward County for disposal and treatment.

- **SUB-FUND 432 - UTILITIES CIAC FUND** - The objective of the Utilities CIAC (Contributions In Aid of Construction) Fund is to provide funding for expansion to the utility's infrastructure made necessary by new development. Its primary source of revenue is from impact fees charged to the developers in the Developer's Agreement according to the number of ERCs (Equivalent Residential Connection) calculated by a formula.
- **SUB-FUND 434 - UTILITIES CONSTRUCTION FUND** - The Utilities Construction Fund is used to fund major construction projects.
- **SUB-FUND 441 - UTILITIES RENEWAL AND REPLACEMENT FUND** - The Utilities Renewal and Replacement Fund is used to account for utilities renewal and replacement costs for meters, small water and sewer pipe maintenance projects, etc. for the utility system consistent with the bond covenants for renewal and replacement.

Internal Service Funds - Account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental units, on a cost reimbursement basis.

- **FUND 504 - RISK MANAGEMENT FUND** - The Risk Management Fund is an internal service fund that accounts for the administration of risk management and various insurance premiums. Property and liability insurance and workers' compensation are administered through this fund.

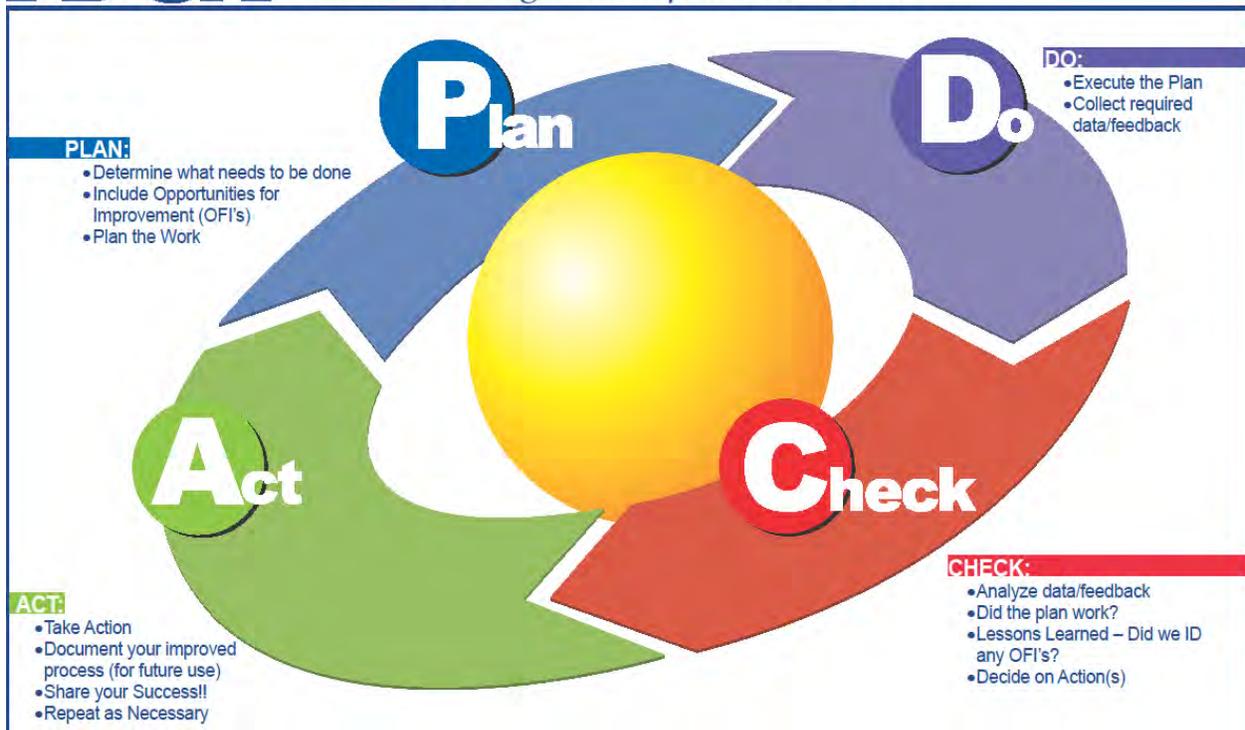
Did you know??

The City has adopted the Plan, Do, Check, Act (PDCA) approach to process and service improvement...

PDCA is a an iterative four-step problem-solving process which starts off small to test potential effects on processes, but then gradually leads to larger and more targeted change.

The Adopted Budget for FY 2012 and FY 2013 has evolved through years of continuously checking, assessing, and acting to improve this document. ie. PDCA. We hope you find this multi-year approach to budgeting to be an improvement over prior budget documents.

PDCA *Problem Solving and Improvement Process*



FULL COST ALLOCATION

A Full Cost Allocation is a comprehensive distribution of city-wide central service administrative costs to all departments that benefit from said services. Included in the Cost Allocation are direct, indirect, and incremental costs to provide these services. This Full Cost Allocation Plan distributes central service overhead costs to users of those services such as operating departments. They receive a direct benefit from general city services and should in turn, reimburse the General Fund for that support. Central services (General Government) are those administrative functions that primarily provide direct services to other governmental departments and not to the general public. Costs of central service departments such as General Administration, Human Resources, Payroll and Purchasing are distributed to all benefitting departments through the utilization of a unique, fair, and equitable allocation basis.

The City of Tamarac spending is broken down into several major Funds; General Fund, Fire Rescue Fund, Building Fund, Stormwater Fund, Utilities Fund, and Risk Management Fund. The allocation method for each of these Funds is based on detailed activity data for each of the areas to be charged back. Given the detailed activity, the method utilized for allocating the costs for the City of Tamarac central services is Proportionate Cost Allocation. This method allocates common and fixed costs according to the same proportions as the associated detailed activity. The cost for each of the services is based on the FY 2012 Budget and the detailed activity counts were prepared and submitted by the respective department providing the specific service over a one or more year period of time. In some instances, department detail was utilized from the most recent completed fiscal year.

The Full Cost Allocation Plan permits users to be charged directly for services and encourages greater transparency and efficiency in the use of resources. Utilizing a cost allocation plan that analyzes central service usage by department will ensure that the fees being charged cover the true cost of providing services. This has become increasingly critical in light of the economic environment and limitations on major general fund revenue sources. It should be noted that the cost for the central service departments has decreased over the last couple years through a reduction in staffing levels, internal restructuring, and streamlining of services, coupled with the consistent trimming of operational budgets and ultimately departmental expenses. This decrease in the cost to provide services has led to a subsequent decrease in the charge backs to other funds, as seen in the chart below. The Allocated Costs have been incorporated into the Adopted Biennial Budget for FY 2012 and FY 2013.

SUMMARY OF ALLOCATIONS

Fund Name	FY 2009 Allocation	FY 2010 Allocation	FY 2011 Allocation	FY 2012 Allocation	FY 2013 Planned Allocation
Fire Rescue Fund	\$1,639,600	\$1,688,790	\$1,930,530	\$1,845,460	\$1,882,369
Building Fund	-	-	386,530	361,440	368,669
Stormwater Management Fund	1,491,800	1,536,550	598,390	482,400	492,048
Utilities Fund*	3,295,962	3,409,940	1,987,360	1,866,400	1,903,728
Risk Management/Insurance Fund	232,544	232,040	93,130	70,010	71,410
Total Chargeback for Central Services	\$6,659,906	\$6,867,320	\$5,033,730	\$4,625,710	\$4,718,224

**This chargeback has been reduced to offset the chargeback to Information Technology for electric service paid for by the Utilities Department.*

COST ALLOCATION STUDY General Fund Cost Allocations and Methods

Total FY 2012 General Fund Adopted Budget \$46,098,754

Minus Contingency, Capital, Transfers & Other Non-Chargeback Items \$35,430,594

Total General Fund Amount to Charge Back \$10,668,160

Departments/Amounts to be Allocated	FY 2012 - FY 2013 Adopted Allocation	General Fund	Fire Rescue Fund	Building Fund	Stormwater Fund	Utilities Fund	Risk Fund
City Attorney	Ordinances and Resolutions - 169 % of Total Ordinances and Resolutions Amount of Allocation	140 82.84% \$344,342	18 10.65% \$44,273	2 1.18% \$4,919	0 0.00% \$0	9 5.33% \$22,136	0 0.00% \$0
City Clerk	Scanned Images/Agenda Items - 779,391 % of Total Scanned Images/Agenda Items Amount of Allocation	779,358 100.00% \$571,441	18 0.00% \$13	2 0.00% \$1	0 0.00% \$0	10 0.00% \$7	0 0.00% \$0
City Commission	Ordinances and Resolutions - 169 % of Total Ordinances and Resolutions Amount of Allocation	140 82.84% \$593,830	18 10.65% \$76,350	2 1.18% \$8,483	0 0.00% \$0	9 5.33% \$38,175	0 0.00% \$0
City Manager	FTE Employees - 372.8 % of Total Number of Employees Amount of Allocation	166.50 44.66% \$645,933	102 27.36% \$395,707	16 4.29% \$62,072	21.3 5.71% \$82,633	64 17.17% \$248,287	3 0.80% \$11,638
Finance Administration	FTE Employees - 372.8 % of Total Number of Employees Amount of Allocation	166.50 44.66% \$186,819	102 27.36% \$114,448	16 4.29% \$17,953	21.3 5.71% \$23,899	64 17.17% \$71,810	3 0.80% \$3,366
Accounting	Accounting Transactions - 25,813 % of Total Accounting Transactions Amount of Allocation	13,773 53.36% \$410,360	4,582 17.75% \$136,519	748 2.90% \$22,286	1,266 4.90% \$37,714	5,102 19.77% \$152,012	342 1.32% \$10,190
Management & Budget	% of Total Operating Budget - \$113,689,346 % of Total Budget Amount of Allocation	\$46,832,667 49.30% \$104,740	\$16,750,032 17.63% \$37,461	\$1,665,716 1.75% \$3,725	\$5,089,010 5.36% \$11,381	\$22,138,544 23.30% \$49,512	\$2,521,465 2.65% \$5,639
Purchasing & Contracts	Total PO's -1024 % of Total Requisitions Amount of Allocation	603 58.89% \$261,259	114 11.13% \$49,392	20 1.95% \$8,665	85 8.30% \$36,828	188 18.36% \$81,454	14 1.37% \$6,066
Customer Serv/Utility Billing	Customer Service Transactions - 222,092 % of Total Transactions/Revenue Amount of Allocation	36,378 16.38% \$126,462	99 0.04% \$344	0 0.00% \$0	37,123 16.72% \$129,051	148,492 66.86% \$516,206	0 0.00% \$0
Human Resources	FTE Employees - 372.8 % of Total Number of Employees Amount of Allocation	166.50 44.66% \$446,230	102 27.36% \$273,366	16 4.29% \$42,881	21.3 5.71% \$57,085	64 17.17% \$171,524	3 0.80% \$8,040
Information Technology*	Electronic Devices - 722 % of Electronic Devices Amount of Allocation	429 59.42% \$959,139	135 18.70% \$301,827	54 7.48% \$120,731	7 0.97% \$15,650	87 12.05% \$188,661	10 1.39% \$22,358
Public Works Administration	FTE Employees - 372.8 % of Total Number of Employees Amount of Allocation	166.50 44.66% \$49,660	102 27.36% \$30,422	16 4.29% \$4,772	21.3 5.71% \$6,353	64 17.17% \$19,088	3 0.80% \$895
Public Works Operations	FTE Employees - 372.8 % of Total Number of Employees Amount of Allocation	166.50 44.66% \$86,902	102 27.36% \$53,237	16 4.29% \$6,351	21.3 5.71% \$11,117	64 17.17% \$33,404	3 0.80% \$1,566
Facilities	Total Hours Spent on Work Orders - 5,750 % of Total Work Orders Amount of Allocation	4,314.5 75.03% \$1,051,926	952.0 16.56% \$232,109	52.0 0.90% \$12,678	6.0 0.10% \$1,463	424.5 7.36% \$103,498	1.0 0.02% \$244
Fleet	Fleet - Average Vehicle Maintenance % of Total Fleet Expense Amount of Allocation	Per Cost Study 34.64% \$203,399	Per Cost Study 17.03% \$99,997	Per Cost Study 7.48% \$43,921	Per Cost Study 11.79% \$69,229	Per Cost Study 29.06% \$170,635	Per Cost Study 0% \$0
Total General Fund Allocations		\$6,042,450	\$1,845,460	\$361,440	\$482,400	\$1,866,400	\$70,010

City of Tamarac, Florida
Adopted Biennial Budget for FY 2012 and FY 2013

General Fund Cost Allocations and Methods

Total FY 2012 General Fund Adopted Budget	\$46,098,754
Minus Contingency, Capital, Transfers, and Other Non-Chargeback Items	\$35,430,594
Total General Fund Amount to Charge Back	\$10,668,160

Department/Division	Amount to be Allocated	FY 2012 ~ FY 2013 Adopted Allocation	Charges to General Fund	Charges to All Other Funds
City Attorney	\$415,670	Ordinances and Resolutions - 169	140	29
		% of Total Ordinances and Resolutions	82.84%	17.16%
		Amount of Allocation	\$344,342	\$71,328
City Clerk	\$571,441	Scanned Images/Agenda Items - 779,391	779,358	33
		% of Total Scanned Images/Agenda Items	100.00%	0.00%
		Amount of Allocation	\$571,441	\$0
City Commission	\$716,838	Ordinances and Resolutions - 169	140	29
		% of Total Ordinances and Resolutions	82.84%	17.16%
		Amount of Allocation	\$593,830	\$123,008
City Manager	\$1,446,269	FTE Employees - 372.8	166.50	206.30
		% of Total Number of Employees	44.66%	55.34%
		Amount of Allocation	\$645,933	\$800,336
Finance Administration	\$418,296	FTE Employees - 372.8	166.50	206.30
		% of Total Number of Employees	44.66%	55.34%
		Amount of Allocation	\$186,819	\$231,477
Accounting	\$769,087	Accounting Transactions - 25,813	13,773	12,040
		% of Total Accounting Transactions	53.36%	46.64%
		Amount of Allocation	\$410,360	\$358,727
Management and Budget	\$212,460	% of Total Operating Budget - \$113,689,346	\$65,524,579	\$48,164,767
		% of Total Budget	49.30%	50.70%
		Amount of Allocation	\$104,740	\$107,720
Purchasing and Contracts	\$443,664	Total PO's -1024	603	421
		% of Total Requisitions	58.89%	41.11%
		Amount of Allocation	\$261,259	\$182,405
Customer Serv/Utility Billing	\$772,063	Customer Service Transactions - 222,092	36,378	185,714
		% of Total Transactions/Revenue	16.38%	83.62%
		Amount of Allocation	\$126,462	\$645,601
Human Resources	\$999,127	FTE Employees - 372.8	166.50	206.30
		% of Total Number of Employees	44.66%	55.34%
		Amount of Allocation	\$446,230	\$552,897
Information Technology* <small>This amount has been offset to account for the Electric chargeback to IT.</small>	\$1,614,215	Electronic Devices - 722	429	293
		% of Electronic Devices	59.42%	40.58%
		Amount of Allocation	\$959,139	\$649,226
Public Works Admin	\$111,190	FTE Employees - 372.8	166.50	206.30
		% of Total Number of Employees	44.66%	55.34%
		Amount of Allocation	\$49,660	\$61,531
Public Works Operations	\$194,576	FTE Employees - 372.8	166.50	206.30
		% of Total Number of Employees	44.66%	55.34%
		Amount of Allocation	\$86,902	\$107,675
Facilities Maintenance	\$1,401,918	Total Hours Spent on Work Orders - 5,750	4,314.5	1,435.5
		% of Total Work Orders	75.03%	24.97%
		Amount of Allocation	\$1,051,926	\$349,992
Fleet Maintenance	\$587,181	Fleet - Average Vehicle Maintenance	Per Cost Study	Per Cost Study
		% of Total Fleet Expense	34.64%	65.36%
		Amount of Allocation	\$203,399	\$383,782
Total Allocations			General Fund	All Other Funds
\$10,668,160			\$6,042,450	\$4,625,710

General Fund Cost Allocation to Fire Rescue Fund

Total FY 2012 General Fund Adopted Budget	\$46,098,754
Minus Contingency, Capital, Transfers & Other Non-Chargeback Items	\$35,430,594
Total General Fund Amount to Charge Back	\$10,668,160

Departments/Amounts to be Allocated		FY 2012 ~ FY 2013 Adopted Allocation	Fire Rescue Fund
City Attorney	\$415,670	Ordinances and Resolutions - 169	18
		% of Total Ordinances and Resolutions	10.65%
		Amount of Allocation	\$44,273
City Clerk	\$571,441	Scanned Images/Agenda Items - 779,391	\$18
		% of Total Scanned Images/Agenda Items	0.00%
		Amount of Allocation	\$13
City Commission	\$716,838	Ordinances and Resolutions - 169	18
		% of Total Ordinances and Resolutions	10.65%
		Amount of Allocation	\$76,350
City Manager	\$1,446,269	FTE Employees - 372.8	102
		% of Total Number of Employees	27.36%
		Amount of Allocation	\$395,707
Finance Administration	\$418,296	FTE Employees - 372.8	102
		% of Total Number of Employees	27.36%
		Amount of Allocation	\$114,448
Accounting	\$769,087	Accounting Transactions - 25,813	4,582
		% of Total Accounting Transactions	17.75%
		Amount of Allocation	\$136,519
Management & Budget	\$212,460	% of Total Operating Budget - \$113,689,346	\$16,750,032
		% of Total Budget	17.63%
		Amount of Allocation	\$37,461
Purchasing & Contracts	\$443,664	Total PO's -1024	114
		% of Total Requisitions	11.13%
		Amount of Allocation	\$49,392
Customer Serv/Utility Billing	\$772,063	Customer Service Transactions - 222,092	99
		% of Total Transactions/Revenue	0.04%
		Amount of Allocation	\$344
Human Resources	\$999,127	FTE Employees - 372.8	102
		% of Total Number of Employees	27.36%
		Amount of Allocation	\$273,366
Information Technology*	\$1,614,215	Electronic Devices - 722	135
		% of Electronic Devices	18.70%
		Amount of Allocation	\$301,827
Public Works Administration	\$111,190	FTE Employees - 372.8	102
		% of Total Number of Employees	27.36%
		Amount of Allocation	\$30,422
Public Works Operations	\$194,576	FTE Employees - 372.8	102
		% of Total Number of Employees	27.36%
		Amount of Allocation	\$53,237
Facilities	\$1,401,918	Total Hours Spent on Work Orders - 5,750	952
		% of Total Square Footage	16.56%
		Amount of Allocation	\$232,109
Fleet	\$587,181	Fleet - Average Vehicle Maintenance	Per Cost Study
		% of Total Fleet Expense	17.03%
		Amount of Allocation	\$99,997
Total General Fund Allocations		\$10,668,160	→
			Fire Rescue Fund
			\$1,845,460

General Fund Cost Allocation to Building Fund

Total FY 2012 General Fund Adopted Budget	\$46,098,754
Minus Contingency, Capital, Transfers & Other Non-Chargeback Items	\$35,430,594
Total General Fund Amount to Charge Back	\$10,668,160

Departments/Amounts to be Allocated		FY 2012 ~ FY 2013 Adopted Allocation	Building Fund
City Attorney	\$415,670	Ordinances and Resolutions - 169	2
		% of Total Ordinances and Resolutions	1.18%
		Amount of Allocation	\$4,919
City Clerk	\$571,441	Scanned Images/Agenda Items - 779,391	2
		% of Total Scanned Images/Agenda Items	0.00%
		Amount of Allocation	\$1
City Commission	\$716,838	Ordinances and Resolutions - 169	2
		% of Total Ordinances and Resolutions	1.18%
		Amount of Allocation	\$8,483
City Manager	\$1,446,269	FTE Employees - 372.8	16
		% of Total Number of Employees	4.29%
		Amount of Allocation	\$62,072
Finance Administration	\$418,296	FTE Employees - 372.8	16
		% of Total Number of Employees	4.29%
		Amount of Allocation	\$17,953
Accounting	\$769,087	Accounting Transactions - 25,813	748
		% of Total Accounting Transactions	2.90%
		Amount of Allocation	\$22,286
Management & Budget	\$212,460	% of Total Operating Budget - \$113,689,346	\$1,665,716
		% of Total Budget	1.75%
		Amount of Allocation	\$3,725
Purchasing & Contracts	\$443,664	Total PO's -1024	20
		% of Total Requisitions	1.95%
		Amount of Allocation	\$8,665
Customer Serv/Utility Billing	\$772,063	Customer Service Transactions - 222,092	0
		% of Total Transactions/Revenue	0.00%
		Amount of Allocation	\$0
Human Resources	\$999,127	FTE Employees - 372.8	16
		% of Total Number of Employees	4.29%
		Amount of Allocation	\$42,881
Information Technology*	\$1,614,215	Electronic Devices - 722	54
		% of Electronic Devices	7.48%
		Amount of Allocation	\$120,731
Public Works Administration	\$111,190	FTE Employees - 372.8	16
		% of Total Number of Employees	4.29%
		Amount of Allocation	\$4,772
Public Works Operations	\$194,576	FTE Employees - 372.8	16
		% of Total Number of Employees	4.29%
		Amount of Allocation	\$8,351
Facilities	\$1,401,918	Total Hours Spent on Work Orders - 5,750	52
		% of Total Square Footage	0.90%
		Amount of Allocation	\$12,678
Fleet	\$587,181	Fleet - Average Vehicle Maintenance	Per Cost Study
		% of Total Fleet Expense	7.48%
		Amount of Allocation	\$43,921
Total General Fund Allocations		\$10,668,160	→
			Building Fund
			\$361,440

General Fund Cost Allocation to Stormwater Fund

Total FY 2012 General Fund Adopted Budget	\$46,098,754
Minus Contingency, Capital, Transfers & Other Non-Chargeback Items	\$35,430,594
Total General Fund Amount to Charge Back	\$10,668,160

Departments/Amounts to be Allocated		FY 2012 ~ FY 2013 Adopted Allocation		Stormwater Fund
City Attorney	\$415,670	Ordinances and Resolutions - 169		0
		% of Total Ordinances and Resolutions		0.00%
		Amount of Allocation		\$0
City Clerk	\$571,441	Scanned Images/Agenda Items - 779,391		0
		% of Total Scanned Images/Agenda Items		0.00%
		Amount of Allocation		\$0
City Commission	\$716,838	Ordinances and Resolutions - 169		0
		% of Total Ordinances and Resolutions		0.00%
		Amount of Allocation		\$0
City Manager	\$1,446,269	FTE Employees - 372.8		21
		% of Total Number of Employees		5.71%
		Amount of Allocation		\$82,633
Finance Administration	\$418,296	FTE Employees - 372.8		21
		% of Total Number of Employees		5.71%
		Amount of Allocation		\$23,899
Accounting	\$769,087	Accounting Transactions - 25,813		1,266
		% of Total Accounting Transactions		4.90%
		Amount of Allocation		\$37,714
Management & Budget	\$212,460	% of Total Operating Budget - \$113,689,346		\$5,089,010
		% of Total Budget		5.36%
		Amount of Allocation		\$11,381
Purchasing & Contracts	\$443,664	Total PO's -1024		85
		% of Total Requisitions		8.30%
		Amount of Allocation		\$36,828
Customer Serv/Utility Billing	\$772,063	Customer Service Transactions - 222,092		37,123
		% of Total Transactions/Revenue		16.72%
		Amount of Allocation		\$129,051
Human Resources	\$999,127	FTE Employees - 372.8		21
		% of Total Number of Employees		5.71%
		Amount of Allocation		\$57,085
Information Technology*	\$1,614,215	Electronic Devices - 722		7
		% of Electronic Devices		0.97%
		Amount of Allocation		\$15,650
Public Works Administration	\$111,190	FTE Employees - 372.8		21
		% of Total Number of Employees		5.71%
		Amount of Allocation		\$6,353
Public Works Operations	\$194,576	FTE Employees - 372.8		21
		% of Total Number of Employees		5.71%
		Amount of Allocation		\$11,117
Facilities	\$1,401,918	Total Hours Spent on Work Orders - 5,750		6
		% of Total Square Footage		0.10%
		Amount of Allocation		\$1,463
Fleet	\$587,181	Fleet - Average Vehicle Maintenance		Per Cost Study
		% of Total Fleet Expense		11.79%
		Amount of Allocation		\$69,229
				Stormwater Fund
Total General Fund Allocations	\$10,668,160	→		\$482,400

General Fund Cost Allocation to Utilities Fund

Total FY 2012 General Fund Adopted Budget	\$46,098,754
Minus Contingency, Capital, Transfers & Other Non-Chargeback Items	\$35,430,594
Total General Fund Amount to Charge Back	\$10,668,160

Departments/Amounts to be Allocated		FY 2012 ~ FY 2013 Adopted Allocation	Utilities Fund
City Attorney	\$415,670	Ordinances and Resolutions - 169	9
		% of Total Ordinances and Resolutions	5.33%
		Amount of Allocation	\$22,136
City Clerk	\$571,441	Scanned Images/Agenda Items - 779,391	10
		% of Total Scanned Images/Agenda Items	0.00%
		Amount of Allocation	\$7
City Commission	\$716,838	Ordinances and Resolutions - 169	9
		% of Total Ordinances and Resolutions	5.33%
		Amount of Allocation	\$38,175
City Manager	\$1,446,269	FTE Employees - 372.8	64
		% of Total Number of Employees	17.17%
		Amount of Allocation	\$248,287
Finance Administration	\$418,296	FTE Employees - 372.8	64
		% of Total Number of Employees	17.17%
		Amount of Allocation	\$71,810
Accounting	\$769,087	Accounting Transactions - 25,813	5,102
		% of Total Accounting Transactions	19.77%
		Amount of Allocation	\$152,012
Management & Budget	\$212,460	% of Total Operating Budget - \$113,689,346	\$22,138,544
		% of Total Budget	23.30%
		Amount of Allocation	\$49,512
Purchasing & Contracts	\$443,664	Total PO's -1024	188
		% of Total Requisitions	18.36%
		Amount of Allocation	\$81,454
Customer Serv/Utility Billing	\$772,063	Customer Service Transactions - 222,092	148,492
		% of Total Transactions/Revenue	66.86%
		Amount of Allocation	\$516,206
Human Resources	\$999,127	FTE Employees - 372.8	64
		% of Total Number of Employees	17.17%
		Amount of Allocation	\$171,524
Information Technology*	\$1,614,215	Electronic Devices - 722	87
		% of Electronic Devices	12.05%
		Amount of Allocation	\$188,661
Public Works Administration	\$111,190	FTE Employees - 372.8	64
		% of Total Number of Employees	17.17%
		Amount of Allocation	\$19,088
Public Works Operations	\$194,576	FTE Employees - 372.8	64
		% of Total Number of Employees	17.17%
		Amount of Allocation	\$33,404
Facilities	\$1,401,918	Total Hours Spent on Work Orders - 5,750	425
		% of Total Square Footage	7.38%
		Amount of Allocation	\$103,498
Fleet	\$587,181	Fleet - Average Vehicle Maintenance	Per Cost Study
		% of Total Fleet Expense	29.06%
		Amount of Allocation	\$170,635
			Utilities Fund
Total General Fund Allocations	\$10,668,160	→	\$1,866,400

General Fund Cost Allocation to Risk Fund

Total FY 2012 General Fund Adopted Budget	\$46,098,754
Minus Contingency, Capital, Transfers & Other Non-Chargeback Items	\$35,430,594
Total General Fund Amount to Charge Back	\$10,668,160

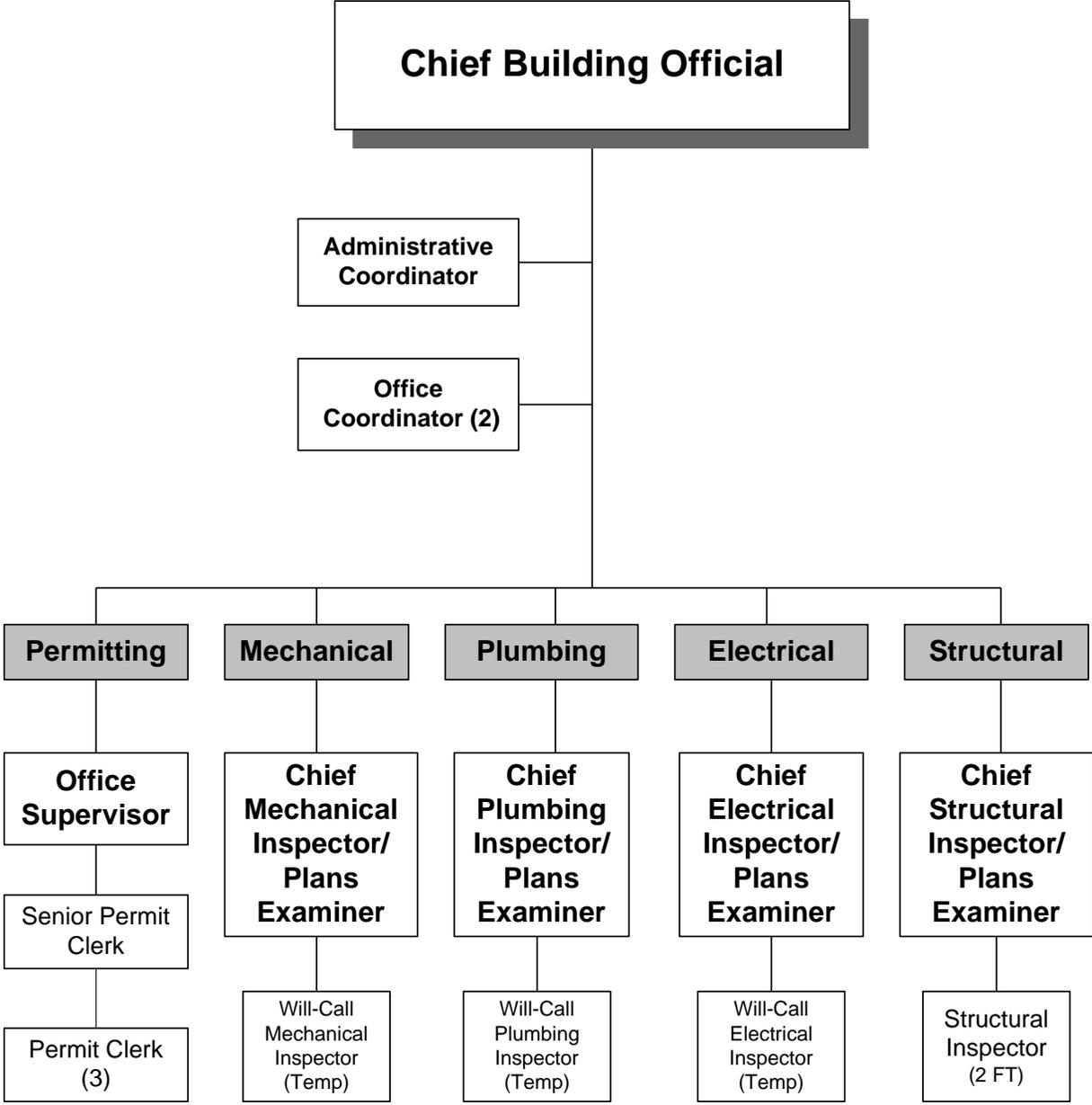
Departments/Amounts to be Allocated		FY 2012 ~ FY 2013 Adopted Allocation	Risk Fund
City Attorney	\$415,670	Ordinances and Resolutions - 169	0
		% of Total Ordinances and Resolutions	0.00%
		Amount of Allocation	\$0
City Clerk	\$571,441	Scanned Images/Agenda Items - 779,391	0
		% of Total Scanned Images/Agenda Items	0.00%
		Amount of Allocation	\$0
City Commission	\$716,838	Ordinances and Resolutions - 169	0
		% of Total Ordinances and Resolutions	0.00%
		Amount of Allocation	\$0
City Manager	\$1,446,269	FTE Employees - 372.8	3
		% of Total Number of Employees	0.80%
		Amount of Allocation	\$11,638
Finance Administration	\$418,296	FTE Employees - 372.8	3
		% of Total Number of Employees	0.80%
		Amount of Allocation	\$3,366
Accounting	\$769,087	Accounting Transactions - 25,813	342
		% of Total Accounting Transactions	1.32%
		Amount of Allocation	\$10,190
Management & Budget	\$212,460	% of Total Operating Budget - \$113,689,346	\$2,521,465
		% of Total Budget	2.65%
		Amount of Allocation	\$5,639
Purchasing & Contracts	\$443,664	Total PO's -1024	14
		% of Total Requisitions	1.37%
		Amount of Allocation	\$6,066
Customer Serv/Utility Billing	\$772,063	Customer Service Transactions - 222,092	0.00%
		% of Total Transactions/Revenue	0.00%
		Amount of Allocation	\$0
Human Resources	\$999,127	FTE Employees - 372.8	3
		% of Total Number of Employees	0.80%
		Amount of Allocation	\$8,040
Information Technology*	\$1,614,215	Electronic Devices - 722	10
		% of Electronic Devices	1.39%
		Amount of Allocation	\$22,358
Public Works Administration	\$111,190	FTE Employees - 372.8	3
		% of Total Number of Employees	0.80%
		Amount of Allocation	\$895
Public Works Operations	\$194,576	FTE Employees - 372.8	3
		% of Total Number of Employees	0.80%
		Amount of Allocation	\$1,566
Facilities	\$1,401,918	Total Hours Spent on Work Orders - 5,750	1
		% of Total Square Footage	0.02%
		Amount of Allocation	\$244
Fleet	\$587,181	Fleet - Average Vehicle Maintenance	Per Cost Study
		% of Total Fleet Expense	0.00%
		Amount of Allocation	\$0
			Risk Fund
Total General Fund Allocations	\$10,668,160	→	\$70,010

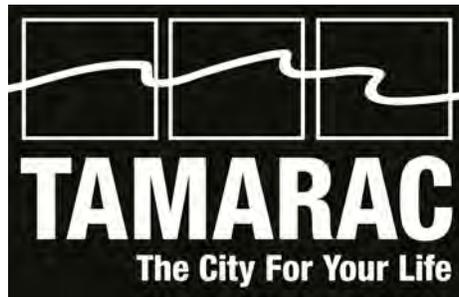
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Building Department

15 Full Time, 3 Temporary (16 FTE)





Building Departmental Financial Summary

Financial Summary ~ Department Revenues						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Building Permits	\$ 1,687,145	\$ 1,805,000	\$ 1,753,000	\$ (52,000)	-2.88%	\$ 1,728,000
Building Educ. Assessments	7,907	8,500	8,500	-	0.00%	8,500
Judgments, Fines & Forfeits	86,045	40,000	75,000	35,000	87.50%	75,000
Miscellaneous Revenue	685	323,654	500	(323,154)	-99.85%	500
Interfund Transfer	148,772	-	198,648	198,648	100.00%	293,661
DEPARTMENT TOTALS	\$ 1,930,554	\$ 2,177,154	\$ 2,035,648	\$ (141,506)	-6.50%	\$ 2,105,661

Financial Summary ~ Category Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$1,696,736	\$1,542,399	\$1,484,138	(\$58,261)	-3.78%	\$1,546,182
Operating Expenditures	106,527	192,270	190,070	(2,200)	-1.14%	190,810
Capital Outlay	-	55,955	-	(55,955)	-100.00%	-
Other Uses	-	386,530	361,440	(25,090)	-6.49%	368,669
DEPARTMENT TOTALS	\$ 1,803,263	\$ 2,177,154	\$ 2,035,648	\$ (141,506)	-6.50%	\$ 2,105,661

Financial Summary ~ Program Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Administration/Operations	\$ 1,803,263	\$ 2,177,154	\$ 2,035,648	\$ (141,506)	-6.50%	\$ 2,105,661
DEPARTMENT TOTALS	\$ 1,803,263	\$ 2,177,154	\$ 2,035,648	\$ (141,506)	-6.50%	\$ 2,105,661

Building (3500)

Mission:

Our mission is to provide extraordinary customer service while maintaining a safe and vibrant community. We respond to our customers needs in a timely fashion. We readily avail ourselves to citizens, business owners, architects, engineers, developers and contractors. We are committed to our City's pledge of "Excellence Always".

Program Description:

The Building Department enforces the Florida Building Code and its related publications, promoting safe standards to the building community. We provide plan review, inspections and education to our internal and external customers. The Department continually innovates procedures to best serve customers.

Goals & Objectives:

In support of Strategic Goal #5, Safe & Vibrant Community, the Department provides code compliant construction, inspections and plan review using local, state and federal codes and regulations to promote the continuation of high standards for our residential and commercial neighborhoods. The Department assists and is accessible to citizens, businesses, contractors and other Departments with information, expedient responses and accurate information. In support of Strategic Goal #4, Clear Communication, the Department provides timely inspections, plan review status and comments expeditiously for customers in real time.

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Average number of business days to review building permit plans for Additions/Alterations and new development projects	n/a	10	10	10
Achieve 90% customer service satisfaction rating annually utilizing customer survey	77%	90%	90%	90
Percentage of total inspectors completing a minimum of 20 hours of continuing education annually	44%	95%	95%	95
Average number of business days to review small permits	n/a	3 days	3 days	3 days
% monthly inspection requests via electronic means (Integrated Voice Response (IVR), "Click to Gov")	n/a	n/a	70%	75%

Building (3500)

Financial Summary ~ Department Revenues						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Building Permits	\$ 1,687,145	\$ 1,805,000	\$ 1,753,000	\$ (52,000)	-2.88%	\$ 1,728,000
Building Educ. Assessments	7,907	8,500	8,500	-	0.00%	8,500
Judgments, Fines & Forfeits	86,045	40,000	75,000	35,000	87.50%	75,000
Miscellaneous Revenue	685	323,654	500	(323,154)	100.00%	500
Interfund Transfer	148,772	-	198,648	198,648	100.00%	293,661
TOTALS	\$ 1,930,554	\$ 2,177,154	\$ 2,035,648	\$ (141,506)	-6.50%	\$ 2,105,661

Financial Summary ~ Category Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 1,696,736	\$ 1,542,399	\$ 1,484,138	\$ (58,261)	-3.78%	\$ 1,546,182
Operating Expenditures	106,527	192,270	190,070	(2,200)	-1.14%	190,810
Capital Outlay	-	55,955	-	(55,955)	-100.00%	-
Other Uses	-	386,530	361,440	(25,090)	-6.49%	368,669
TOTALS	\$ 1,803,263	\$ 2,177,154	\$ 2,035,648	\$ (141,506)	-6.50%	\$ 2,105,661

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Chief Building Official	1			1
Chief Structural Inspector	1			1
Chief Electrical Inspector	1			1
Chief Mechanical Inspector	1			1
Chief Plumbing Inspector	1			1
Structural Inspector	2			2
Office Supervisor	1			1
Administrative Coordinator	1			1
Office Coordinator	2			2
Senior Permit Clerk	1			1
Permit Clerk	3			3
Will Call Inspectors			3	1
Total Personnel Complement	15	0	3	16

Major Variances FY 2012:

Personal Services

Elimination of vacant Building Operations Manager position.

Operating Expenditures

Decrease in contractual services and records retention services -\$52,500

Decrease in employment agency fees -\$5,690

Increase funds for inspector interlocal agreement +\$2,500

Decrease in funding for records management -\$30,000

Increase funds to board up unsafe structures +\$10,000

Decrease in electric service -\$10,900

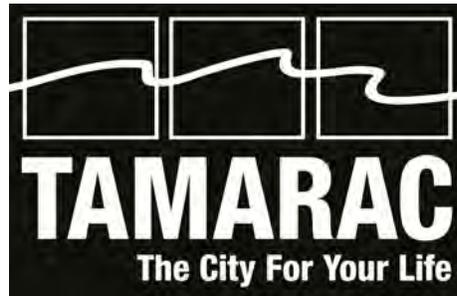
Recognition of DCA, DPBR, and BORAA surcharges (offsetting revenue as well) +\$50,000

Add funding for armor car and credit card merchant service +\$10,200

Increase in printing in binding for additional communication tools and computer supplies +\$8,300

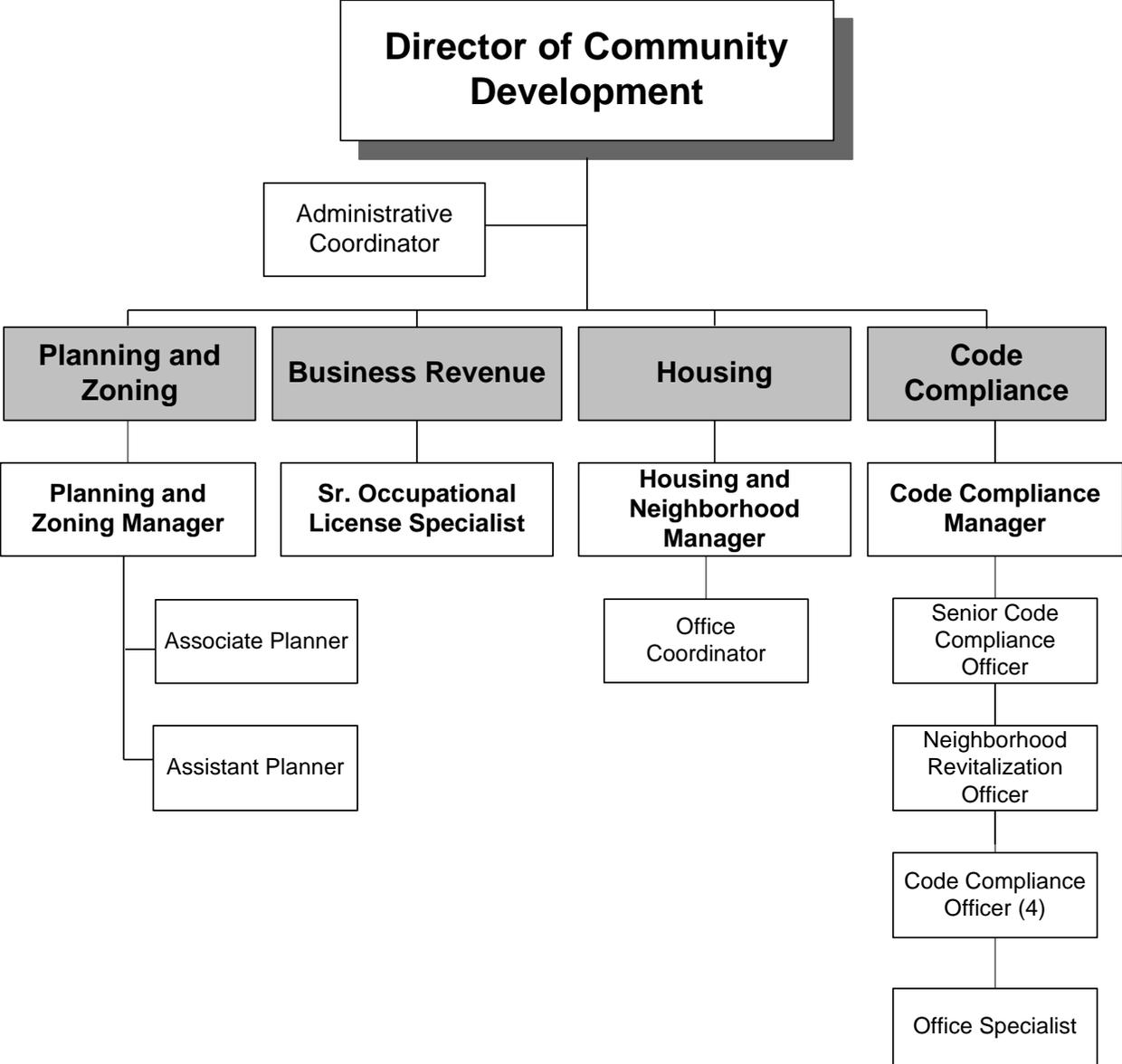
Major Variances FY 2013:

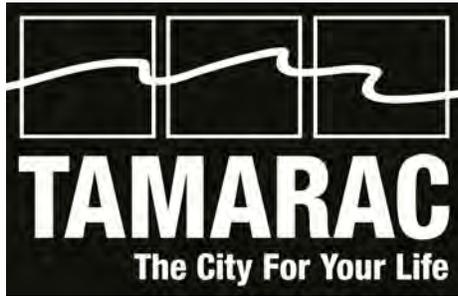
Increases in personal services planned for salary and insurance adjustments along with minor changes in operating line items



Community Development Department

16 Full Time (16 FTE)





Community Development Departmental Financial Summary

Financial Summary ~ Department Revenues						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Planning Fees	\$ 65,099	\$ 48,000	\$ 48,000	\$ -	0.00%	\$ 48,000
Code Enforcement	316,565	150,000	150,000	-	0.00%	150,000
Lot Clearing Charges	6,923	6,300	6,300	-	0.00%	6,300
City Licenses	683,467	690,000	690,345	345	0.05%	690,690
Occupational Lic - County	45,246	58,100	50,000	(8,100)	-13.94%	50,000
CDBG Grant	409,008	1,070,417	377,497	(692,920)	-64.73%	300,000
SHIP Grant	232,289	79,830	-	(79,830)	-100.00%	-
Home Grant	144,534	302,143	120,000	(182,143)	-60.28%	120,000
Neighborhood Stab. Grant	-	2,064,464	-	(2,064,464)	-100.00%	-
DEPARTMENT TOTALS	\$ 1,903,131	\$ 4,469,254	\$ 1,442,142	\$ (3,027,112)	-67.73%	\$ 1,364,990

Financial Summary ~ Category Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 1,482,066	\$ 1,578,454	\$ 1,359,521	\$ (218,933)	-13.87%	\$ 1,401,132
Operating Expenditures	357,678	2,627,106	544,375	(2,082,731)	-79.28%	476,805
Capital Outlay	-	504,438	-	(504,438)	0.00%	-
Other	-	72,915	5,000	(67,915)	-93.14%	5,000
DEPARTMENT TOTALS	\$ 1,839,744	\$ 4,782,913	\$ 1,908,896	\$ (2,874,017)	-60.09%	\$ 1,882,937

Financial Summary ~ Program Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Planning and Zoning	\$ 602,000	\$ 671,062	\$ 673,654	\$ 2,592	0.39%	\$ 694,360
Code Compliance	481,165	499,391	647,320	147,929	29.62%	674,604
Business Revenue	91,759	95,597	90,425	(5,172)	-5.41%	93,973
Housing	664,820	3,516,863	497,497	(3,019,366)	-85.85%	420,000
DEPARTMENT TOTALS	\$ 1,839,744	\$ 4,782,913	\$ 1,908,896	\$ (2,874,017)	-60.09%	\$ 1,882,937

Planning and Zoning (3010)

Mission:

To ensure the quality of the built environment through innovative revitalization efforts and land use planning, in a proactive, responsive, and efficient manner while enhancing and maintaining the community's unique character.

Program Description:

In Fiscal Years 2012 and 2013, the Planning and Zoning Division will strive to review development proposals to ensure that the highest of quality plans are presented for approval. A proper mix of commercial, industrial, residential and mixed use growth will provide service, jobs, and housing for residents while creating additional tax revenue that will keep the City financially sound. Some of the goals will be met through the development of the NW 57th Street Corridor which will serve as a community district for all residents to enjoy. Planning and Zoning will continue to improve the City's zoning regulations to better reflect the desires of the community while creating a more "user friendly" development code.

Goals & Objectives:

In support of Goal #2, Strong Economy in a Healthy Environment, the Department will continue to encourage and foster the "Green Initiatives" throughout the City, both with our residents and employees. In support of Goal #5, Safe and Vibrant Community, the Department will ensure that communities are safe, attractive, sustainable and well maintained through the timely review and processing of all required land development applications, grants and inspections. This will ensure that the future planning of the City's buildable community is developed in a safe and efficient manner.

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Average processing time for Land Development Applications which involve new development or redevelopment (total days in Community Development)	80	80	80	80
Average processing time for zoning inquiry letters (days)	4	4	4	4
Average processing time for field zoning inspections	1	0	1	1

Planning and Zoning (3010)

Financial Summary ~ Division Revenues						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Planning Fees	\$ 65,099	\$ 48,000	\$ 48,000	\$ -	0.00%	\$ 48,000
TOTALS	\$ 65,099	\$ 48,000	\$ 48,000	\$ -	0.00%	\$ 48,000

Financial Summary ~ Division Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 556,354	\$ 558,731	\$ 552,764	\$ (5,967)	-1.07%	\$ 573,190
Operating Expenditures	45,646	112,331	120,890	8,559	7.62%	\$ 121,170
TOTALS	\$ 602,000	\$ 671,062	\$ 673,654	\$ 2,592	0.39%	\$ 694,360

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Director of Community Development	1			1
Planning and Zoning Manager	1			1
Associate Planner	1			1
Assistant Planner	1			1
Administrative Coordinator	1			1
Total Personnel Complement	5	0	0	5

Major Variances FY 2012:

Personal Services

Office Coordinator position reclassified to Assistant Planner.

Operating Expenditures

Increase in funds for Expansion of Neighborhood meetings from four (4) to eight (8) per year

Increase in funds for the Neighborhood Liaison Program +\$3,000

Major Variances FY 2013:

Increases in personal services planned for salary and insurance adjustments along with minor changes in operating line items +\$280

Code Compliance (3020)

Mission:

To protect and enhance property values, maintain community appearance and standards, and to preserve the quality of life in our Community through the enforcement of City Codes and Ordinances.

Program Description:

The Code Compliance Division is charged with ensuring compliance with the City of Tamarac's Code of Ordinances. Compliance is achieved through communication with and the education of our residents and business owners, utilization of approved inspection techniques; investigation of complaints; and if required, the imposition of fines and liens through a quasi-judicial hearing process and the issuing of uniform citations. These processes act to provide an equitable, expeditious, and effective method of enforcing the Code of Ordinances.

Goals & Objectives:

In support of Goal #1, Inclusive Community, the Division will streamline the Code Compliance process by emphasizing voluntary compliance through active education and communication of the public at large. To support Goal #5, Safe & Vibrant Community, the Division will respond to issues and citizen concerns in a timely fashion and improve the overall condition and appearance of the City by placing a greater emphasis on commercial property compliance.

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Forecast	FY 2013 Target
First response time to all complaints (calendar days)	1	1	1	1
Completion of 24 community outreach neighborhood presentations	50%	90%	90%	90%
Percentage of commercial properties brought into compliance through the commercial property initiative	76%	75%	75%	75%
% of residents who find neighborhood meetings informative/very informative	78%	86%	70%	70%
Obtain compliance on open cases within 90 days	59%	80%	80%	80%

Code Compliance (3020)

Financial Summary ~ Division Revenues						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Code Enforcement	\$ 316,565	\$ 150,000	\$ 150,000	\$ -	0.00%	\$ 150,000
Lot Clearing Charges	6,923	6,300	6,300	-	0.00%	6,300
TOTALS	\$ 323,488	\$ 156,300	\$ 156,300	\$ -	0.00%	\$ 156,300

Financial Summary ~ Division Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 442,311	\$ 461,711	\$ 607,140	\$ 145,429	31.50%	\$ 635,274
Operating Expenditures	38,854	37,680	40,180	2,500	6.63%	39,330
TOTALS	\$ 481,165	\$ 499,391	\$ 647,320	\$ 147,929	29.62%	\$ 674,604

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Code Compliance Manager	1			1
Senior Code Compliance Officer	1			1
Neighborhood Revitalization Officer	1			1
Code Compliance Officer	4			4
Office Specialist	1			1
Total Personnel Complement	8	0	0	8

Major Variances FY 2012:

Personal Services

Allowance for salary adjustments related to performance appraisals.

Funding for two (2) New Code Compliance Officer positions (Program Modification) and associated benefits.

Operating Expenditures

Increase for debris removal +\$3,000

Increase for Minimum Housing Code Program (Program Modification) +\$1,000

Major Variances FY 2013:

Increases in personal services planned for salary and insurance adjustments along with minor changes in operating line items +\$850

Business Revenue (3030)

Mission:

The City of Tamarac Business Revenue Division, as part of an HPO is committed to utilize innovative management to develop and maintain a strong financial base. The Business Revenue Division will continue to strive to provide and maintain quality customer service to the business community through promoting efficient, responsive and expedient customer service, and continue to assist the business community to keep it vibrant and safe.

Program Description:

The current growth of existing and new development within the City of Tamarac has a continuing impact on the Business Revenue Division and business retention. By directing efforts towards the present and future growth within the business community, the City can maintain an acceptable business structure through a specialized, and knowledgeable staff highly motivated to work with the business community. Staff will continue to strive to respond to the business community with efficiency, quality customer service, integrity and a positive customer driven approach to Business Revenue.

Goals & Objectives:

The goals and objectives of the Business Revenue Division support Goal #2, Strong Economy in a Healthy Environment, and Goal #5, Safe & Vibrant Community, by improving the efficiency and customer services to the business community through a high level of expedient response and a positive approach to the needs of the business community through yearly inspections, and by providing a balanced approach to attract and retain businesses; and by utilizing the best business practices as determined by the City's participation in FABTO (Florida Association of Business Tax Officials).

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Provide an annual inspection to every business in the City	98	98	75	75
Representation for City and participation in FABTO (Florida Association of Business Tax Officials State & Chapter meetings)	80	80	50	80
Average processing time for Business Revenue applications (days)	0.5	0.5	NA	NA
Number of business days from submission to issuance	N/A	N/A	5	5

Business Revenue (3030)

Financial Summary ~ Division Revenues						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
City Licenses	\$ 683,467	\$ 690,000	\$ 690,345	\$ 345	0.05%	\$ 690,690
Occupational Lic - County	45,246	58,100	50,000	(8,100)	-13.94%	50,000
TOTALS	\$ 728,713	\$ 748,100	\$ 740,345	\$ (7,755)	-1.04%	\$ 740,690

Financial Summary ~ Division Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 91,221	\$ 93,072	\$ 87,900	\$ (5,172)	-5.56%	\$ 91,448
Operating Expenditures	538	2,525	2,525	-	0.00%	2,525
TOTALS	\$ 91,759	\$ 95,597	\$ 90,425	\$ (5,172)	-5.41%	\$ 93,973

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Senior Occupational License Specialist	1			1
Total Personnel Complement	1	0	0	1

Major Variances FY 2013:

Personal Services

Decrease due to changes in Health Insurance selection(s)

Major Variances FY 2013:

Increases in personal services planned for salary and insurance adjustments

Housing (CDBG/SHIP/NSP/HOME)

Mission:

To ensure neighborhood vitality through neighborhood partnerships while providing assistance to the residents of Tamarac. To connect health and safety issues, address code violations and provide modifications to improve accessibility and safety as needed for elderly and/or disabled persons. In addition, the Housing Division will provide assistance for those seeking residency in Tamarac in obtaining safe, affordable housing. The Housing Division seeks to expand and improve housing opportunities for current and future residents of the City of Tamarac.

Program Description:

In FY 2012 and FY 2013, the Housing Division will continue to assist residents with maintaining and achieving the American dream of home ownership. We will improve the quality and quantity of housing through our rehabilitation assistance programs within the City to provide a sustainable community and lifestyle that fosters long term residency and community involvement. The Housing Division will also continue to promote the availability of programs and assess the on-going need of the City as it fosters family and participation.

Goals & Objectives:

The Housing Division is committed to play a part in Goal #1, Inclusive Community, by providing assistance to all eligible residents and constantly assessing the needs of the residents of Tamarac. Housing is one of the most important necessities within any population group and Tamarac's housing program is intended to address those needs. The Housing Division strives to promote Goal #4, Clear Communication, by maintaining an open stream of communication between the City and the residents of Tamarac. The Housing Division regularly communicates its various housing and neighborhood programs through neighborhood meetings, outreach, printed information, as well as electronic access via the City's website. Partnerships are key, and the Housing Division will provide the best service possible to those interested in improving the community. Additionally, in support of Goal #5, Safe & Vibrant Community, the Housing Division will provide excellent, responsive service to those seeking assistance from the City, promote the on-going availability of the City's Housing programs, and will continue to assess and respond to the needs of Tamarac residential communities through outreach, activism, and support.

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Number of days elapsing between approval date and commencement of work. (Notice to Proceed)	80	80	80	80
Conduct informational outreach meetings with residents through Homeowners Associations, Civic Groups, etc.	4	4	4	4
Number of households assisted by the Housing Division through grant programs.	25	20	15	15
Number of Neighborhood Partnerships formed	4	6	6	6

Housing (CDBG/SHIP/NSP/HOME)

Financial Summary ~ Division Revenues						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
CDBG Grant	\$ 409,008	\$ 1,070,417	\$ 377,497	\$ (692,920)	-64.73%	\$ 300,000
SHIP Grant	232,289	79,830	-	(79,830)	-100.00%	-
Neighborhood Stab. Grant	-	2,064,464		(2,064,464)	-100.00%	-
Home Grant	144,534	302,143	120,000	(182,143)	-60.28%	120,000
TOTALS	\$ 785,831	\$ 3,516,854	\$ 497,497	\$ (3,019,357)	-85.85%	\$ 420,000

Financial Summary ~ Division Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 392,180	\$ 464,940	\$ 111,717	\$ (353,223)	-75.97%	\$ 101,220
Operating Expenditures	272,640	2,474,570	380,780	(2,093,790)	-84.61%	313,780
Capital Outlay	-	504,438	-	(504,438)	0.00%	-
Transfer Out	-	-	-	-	0.00%	-
Other Uses	-	72,915	5,000	(67,915)	-93.14%	5,000
TOTALS	\$ 664,820	\$ 3,516,863	\$ 497,497	\$ (3,019,366)	-85.85%	\$ 420,000

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Housing and Neighborhood Manager	1			1
Office Coordinator	1			1
Total Personnel Complement	2	0	0	2

Major Variances FY 2012:

Personal Services

- Reduction of two (2) temporary Grant Coordinator positions.
- Reduction in the amount of new grant funding available for administration

Operating Expenditures

- Reduction in the amount of new grant funding available for programming

Woodlands Neighborhood Improvement District Program Description and Financial Summary

Program Description

In 2010, the City Commission authorized the formation of the Woodlands Neighborhood Improvement District. A Neighborhood Improvement District (NID) may be created in an area desiring certain public-use improvements that are paid for by special tax assessments to property owners in the area in which the improvements are made. The kinds of projects that can be financed through an NID must be for facilities used by the public, and must confer a benefit on property within the NID. Public hearings concerning the specifics of the project, its costs, and other specific information pertinent to the project must be conducted prior to commencement of work on any project of the NID so that any written or oral objections may be considered. The ability of Tamarac's neighborhoods to establish NIDs for the purpose of improving their public use facilities for the enjoyment, convenience, safety and common good of all citizens is an outstanding example of local economic development excellence.

Financial Summary ~ Department Revenues

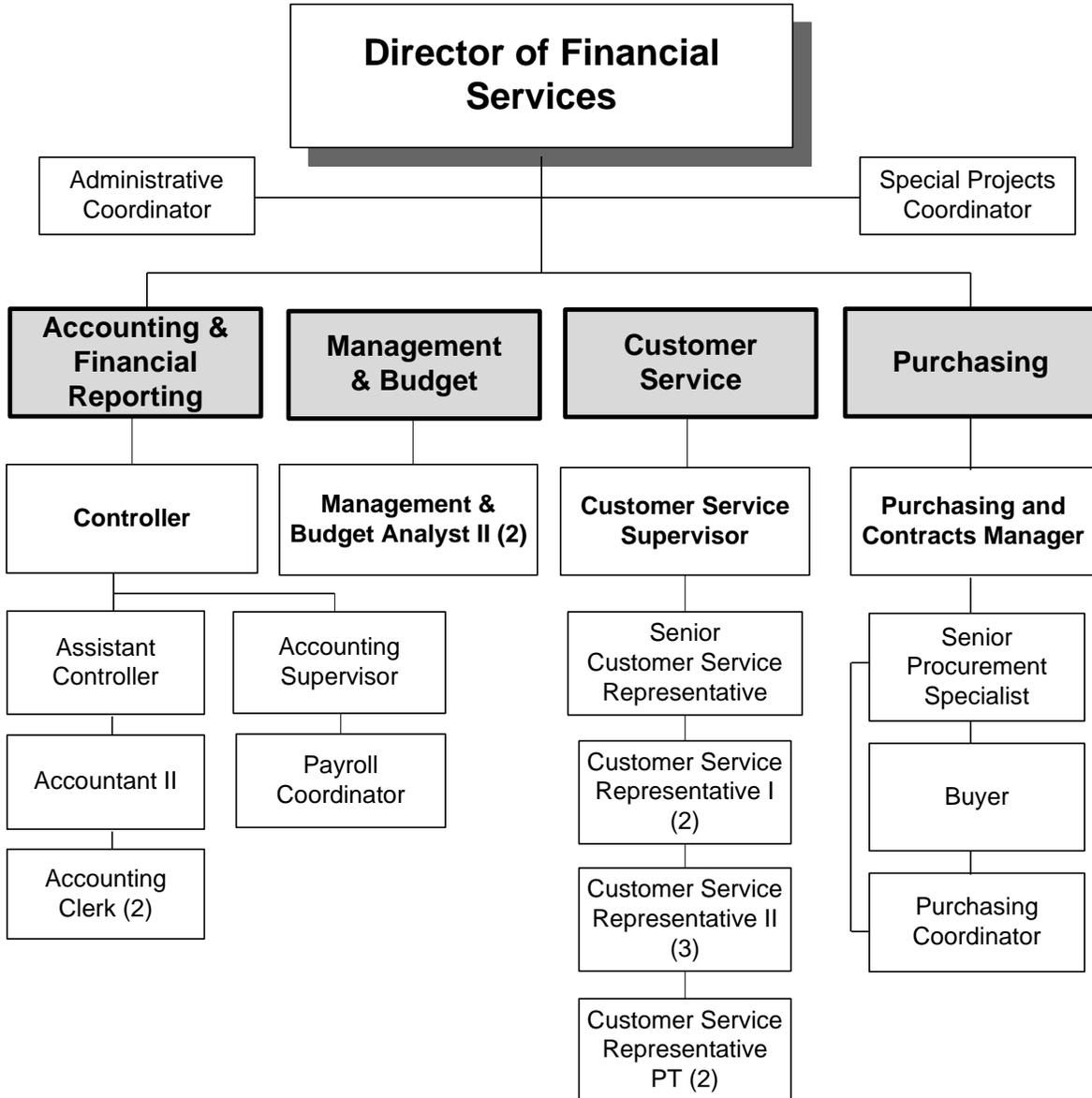
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Local Government Grant	\$ -	\$ 15,000	\$ -	\$ (15,000)	-100.00%	\$ -
Appropriated Fund Balance	-	-	14,721	14,721	100.00%	14,228
DEPARTMENT TOTALS	\$ -	\$ 15,000	\$ 14,721	\$ (279)	-1.86%	\$ 14,228

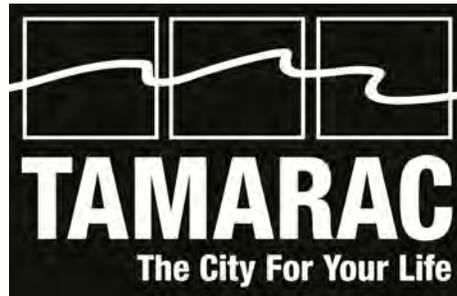
Financial Summary ~ Category Expenditures

	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Operating Expenditures	-	15,000	14,721	(279)	-1.86%	14,228
DEPARTMENT TOTALS	\$ -	\$ 15,000	\$ 14,721	\$ (279)	-1.86%	\$ 14,228

Financial Services Department

23 Full Time, 2 Part Time (24 FTE)





Financial Services Departmental Financial Summary

Financial Summary ~ Category Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 1,590,290	\$ 2,146,956	\$ 2,248,101	\$ 101,145	4.71%	\$ 2,323,028
Operating Expenditures	171,239	386,530	390,800	4,270	1.10%	392,980
Capital Outlay	-	2,205	-	(2,205)	-100.00%	-
DEPARTMENT TOTALS	\$ 1,761,529	\$ 2,535,691	\$ 2,638,901	\$ 103,210	4.07%	\$ 2,716,008

Financial Summary ~ Program Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Administration	\$ 379,629	\$ 416,046	\$ 433,383	\$ 17,337	4.17%	\$ 444,729
Accounting and Financial	693,918	748,293	770,534	22,241	2.97%	792,760
Management and Budget	245,296	215,729	212,821	(2,908)	-1.35%	218,121
Purchasing and Contracts	442,686	424,829	445,925	21,096	4.97%	464,071
Utility Billing/Customer Service	-	730,794	776,238	45,444	6.22%	796,327
DEPARTMENT TOTALS	\$ 1,761,529	\$ 2,535,691	\$ 2,638,901	\$ 103,210	4.07%	\$ 2,716,008

Financial Services Administration (1501)

Mission:

To professionally and responsibly manage the financial affairs of the City, to protect and further the City's strong financial reputation, and to effectively and efficiently provide related financial support services to City operations and residents.

Program Description:

Financial Services Administration works closely with the office of the City Manager on all issues related to City finances including financial reporting, budgets, investments, and debt issuance matters. The Division provides support and consultation to all City Departments, and provides general direction and support for the entire Department: Accounting and Financial Reporting, Management and Budget Services, and Purchasing and Contracts. Financial Services Administration is also responsible for the management of the treasury and debt functions of the City.

Goals & Objectives:

In support of Goal #2, Strong Economy in a Healthy Environment, the Division assures adherence to the City's investment goals of ensuring liquidity, protecting principal, and maximizing return on investments; develops and adopts "best practices" financial policies; and provides value-added, timely financial support to the City while staying abreast of current developments in Government Finance. In support of Goal #4, Clear Communication, the Division provides financial information to Elected and Appointed Officials, City Staff, the Investment Advisory Committee, and the general public.

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Maintain Bond Rating at AA- average from three major bond rating agencies (bond rating)	AA-	AA-	AA+	AAA

Administration (1501)

Financial Summary ~ Division Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 277,052	\$ 397,546	\$ 412,248	\$ 14,702	3.70%	\$ 423,564
Operating Expenditures	102,577	18,500	21,135	2,635	14.24%	21,165
TOTALS	\$ 379,629	\$ 416,046	\$ 433,383	\$ 17,337	4.17%	\$ 444,729

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Director of Financial Services	1			1
Special Projects Coordinator	1			1
Administrative Coordinator	1			1
Total Personnel Complement	3	0	0	3

Major Variances FY 2012:

Personal Services

No major variances in Personal Services

Operating Expenditures

Increase in travel related expenses +\$750

Funding required for replacement of two (2) cell phones +\$250

Major Variances FY 2013:

Increases in personal services planned for salary and insurance adjustments

Accounting and Financial Reporting (1510)

Mission:

To provide the City with accurate, concise, and timely internal and external financial information and to manage the City's finances for adherence to and consistency with current governmental accounting standards, Florida law, the City Charter, and City Administrative Policies.

Program Description:

The Accounting Division provides the City with timely and accurate financial information and reports. The Division has responsibility for cash disbursements, payroll processing, fixed asset reporting, accounts receivable billing, accounts payable, federal, state, and local grant reporting, and annual financial audit including financial statement preparation and provides other routine governmental accounting services consistent with state law and with Generally Accepted Accounting Principles (GAAP). The City has earned the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting Award for the last 22 consecutive years, 25 years in all.

Goals & Objectives:

In support of Goal #2, Strong Economy in a Healthy Environment, the Division provides financial information to City Elected and Appointed Officials, other government agencies, and to the public; monitors financial condition and strategies to ensure fiscal solvency; and continuously develops, reformats, and refines financial and operational policies and procedures to ensure that there is effective internal controls as required by legal and industry standards. In support of Goal #4, Clear Communication, the Division provides financial information in a manner that supports transparency and is consistent with the advancement in technology.

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Percentage of EFT transactions vs. AP check and wire transfers	9.4%	20.0%	15.0%	15.0%
Timely completion of the Comprehensive Annual Financial Report (days from Sept 30 fiscal year close)	166	166	166	166
Percentage of time "GFOA Certificate for Excellence in Financial Reporting" received	100%	100%	100%	100%

Accounting and Financial Reporting (1510)

Financial Summary ~ Division Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 652,830	\$ 658,893	\$ 667,734	\$ 8,841	1.34%	\$ 689,960
Operating Expenditures	41,088	87,195	102,800	15,605	17.90%	102,800
Capital Outlay	-	2,205	-	(2,205)	-100.00%	-
TOTALS	\$ 693,918	\$ 748,293	\$ 770,534	\$ 22,241	2.97%	\$ 792,760

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Controller	1			1
Assistant Controller	1			1
Accountant II	1			1
Accounting Supervisor	1			1
Payroll Coordinator	1			1
Accounting Clerk	2			2
Total Personnel Complement	7	0	0	7

Major Variances FY 2012:

Personal Services

Allowance for salary adjustments related to performance appraisals.

Capital Outlay

Increase due to the citywide auditing contract and subsequent reallocation +20,000

Decrease \$6,000 for one time capital purchase of a printer

Major Variances FY 2013:

Increases in personal services planned for salary and insurance adjustments

Management and Budget (1530)

Mission:

To provide budget development, review and monitoring, and to provide financial and analytical assistance and analysis services to the City Manager, City Commission, and Operating Departments; to ensure compliance with state mandated budgetary guidelines, the City's Charter and Administrative Policies, and Best Practices; and to provide clear and complete public information regarding the City's budget.

Program Description:

The Management and Budget Division provides financial planning, analysis, and forecasting; program evaluation, and management analysis services in support of City operations. Specific functions include preparation and administration of the new Biennial Budget and Six-Year Asset Management Program, determination of fiscal impacts, analysis of departmental operational issues, management reporting, and assistance with special projects. During the past year, the Office provided citywide budget training sessions, provided support through fiscal analyses to internal and external sources, and provided assistance with various city-wide special projects. The GFOA awarded its Distinguished Budget Award to the City of Tamarac for the Fiscal Year 2011 Adopted Budget; this was the 14th consecutive year that the City has received this award.

Goals & Objectives:

In support of Goal #2, Strong Economy in a Healthy Environment, the Division will provide timely, pertinent, and useful financial information and recommendations to the City Manager, Operating Departments, and the City Commission for the benefit of the City and its residents. In support of Goal #4, Clear Communication, the Division also will be a responsive resource of financial and other information for Elected Officials, City Administration, Operating Departments, and Taxpayers; and will continue to improve the budget document to make it more accessible and understandable, and in order to continue receiving the GFOA Distinguished Budget Award.

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Awarded Points for Government Finance Officers Association Distinguished Budget Award (out of 372 maximum points)	302	302	307	309
Number of training hours provided to departments to increase communication of budgeting procedures (i.e. budget processes, how to access budget printouts, etc.)	20	20	20	20
Percentage of city wide operating budget vs. actual	87.30%	93.00%	95.00%	95.00%

Management and Budget (1530)

Financial Summary ~ Division Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 226,769	\$ 208,004	\$ 204,446	\$ (3,558)	-1.71%	\$ 209,596
Operating Expenditures	18,527	7,725	8,375	650	8.41%	8,525
TOTALS	\$ 245,296	\$ 215,729	\$ 212,821	\$ (2,908)	-1.35%	\$ 218,121

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Management and Budget Analyst II	2			2
Total Personnel Complement	2	0	0	2

Major Variances FY 2012:

Personal Services

Decrease in health insurance requirements for current incumbents

Operating Expenditures

Increase due to additional training for both Management and Budget Analysts

Major Variances FY 2013:

Increases in personal services planned for salary and insurance adjustments and small adjustments for supplies and printing +\$150

Purchasing and Contracts (1540)

Mission:

To provide excellent service to City Departments towards the completion of their departmental missions, and the facilitation of city-wide cost control by securing quality goods and services in a timely fashion, utilizing ethical and economical methods; and to meet the requirements of our customers using technological advancements and improved and innovative procedures and programs, in a manner consistent with State of Florida Statutes and the City's Charter and Procurement Code.

Program Description:

The Purchasing and Contracts Division assists departments in securing goods, services, and construction for the City, utilizing ethically competitive purchasing methods. The Division works with departments to process purchasing requisitions, determine appropriate purchasing methods, obtain quotes, develop standard specifications and solicit bids, letters of interest and requests for proposals. The Division interacts with vendors to resolve problems and expedite orders; facilitates pre-bid meetings, bid openings, and evaluation committee meetings; and makes recommendations for bid awards. The Division also assists with the administration and negotiation of contracts for a wide range of services.

Goals & Objectives:

In support of Goal #2, Strong Economy in a Healthy Environment, the Division facilitates the procurement of high quality products and services at competitive prices while adhering to policies; fosters a fair, inclusive, ethical, and professional environment; works with other agencies in the region to develop partnerships to improve overall pricing, volume discounts, and greater administrative cost savings; and strives to find new and innovative methods to provide overall cost control through the procurement process. In support of Goal #3, Dynamic Organizational Culture, the Division uses innovative methods to manage and improve the overall efficiency and effectiveness of service delivery to other agencies and to the community through automation, education, effective communication, and responsive customer service.

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Percentage of users surveyed who rate purchasing services as satisfactory or higher on annual user survey.	93%	97.8%	98%	98%
Percentage of New Bids/RFP's completed within 90 Days.	79%	80%	80%	80%
Ratio of Purchase and Blanket Orders to Check Requests	54%	75%	75%	75%

Purchasing and Contracts (1540)

Financial Summary ~ Division Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 433,639	\$ 409,079	\$ 430,035	\$ 20,956	5.12%	\$ 448,241
Operating Expenditures	9,047	15,750	15,890	140	0.89%	15,830
TOTALS	\$ 442,686	\$ 424,829	\$ 445,925	\$ 21,096	4.77%	\$ 464,071

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Purchasing and Contracts Manager	1			1
Senior Procurement Specialist	1			1
Buyer	1			1
Purchasing Coordinator	1			1
Total Personnel Complement	4	0	0	4

Major Variances FY 2012:

Personal Services

- Reclassify Assistant Buyer position to Purchasing Coordinator
- Allowance for salary adjustments related to performance appraisals.

Major Variances FY 2013:

- Increases in personal services planned for salary and insurance adjustments and minor adjustments in operating line items.

Utility Billing/Customer Service (1560)

Mission:

To provide timely and accurate utility bills to City of Tamarac customers, to provide multiple convenient options for payment, and to professionally and courteously assist customers with their inquiries and issues.

Program Description:

The Customer Service Division is responsible for processing utility service applications, opening and closing accounts, maintaining and billing approximately 20,000 accounts each month, and responding to customer inquiries and concerns. The Division offers customers various convenient methods of payment: in-person payment at City Hall or the Tamarac Community Center, mail payment, automatic payment by checking account, and on-line and telephone credit card payment. In addition to these payment methods, the Division also has three drop box payment locations available to residents for after-hours bill payments. The Division has a separate web page that provides information and offers forms for many routine inquiries.

Goals & Objectives:

In support of Goal #2, Strong Economy in a Healthy Environment, the Division provides utility billing and collection services for the City's water, wastewater, garbage, and stormwater programs. In support of Goal #5, Safe & Vibrant Community, the Division's website, telephone information system, and electronic payment methods, are available to residents 24-hours a day; and staff are undergoing cross-training to increase employee involvement and learning, and to improve customer service to residents.

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Percentages of in-person visitors rating customer service as Satisfied or Very Satisfied	85%	85%	87%	90%
Average % of electronic payments received (bank drafts, on-line, IVR)	14%	20%	35%	45%

Utility Billing/Customer Service (1560)

Financial Summary ~ Division Revenues						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Lien Searches	\$ 181,000	\$ 105,000	\$ 105,000	\$ -	0.00%	\$ 105,000
TOTALS	\$ 181,000	\$ 105,000	\$ 105,000	\$ -	0.00%	\$ 105,000

Financial Summary ~ Division Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ -	\$ 473,434	\$ 533,638	\$ 60,204	12.72%	\$ 551,667
Operating Expenditures	-	257,360	242,600	(14,760)	-5.74%	244,660
TOTALS	\$ -	\$ 730,794	\$ 776,238	\$ 45,444	6.22%	\$ 796,327

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Customer Service Supervisor	1			1
Senior Customer Service Representative	1			1
Customer Service Representative II	3			3
Customer Service Representative I	2			2
Customer Service Representative		2		1
Total Personnel Complement	7	2	0	8

Major Variances FY 2012:

Personal Services

Allowance for salary adjustments related to performance appraisals.

Operating Expenditures

Decrease funds for billing services contract -\$8,345

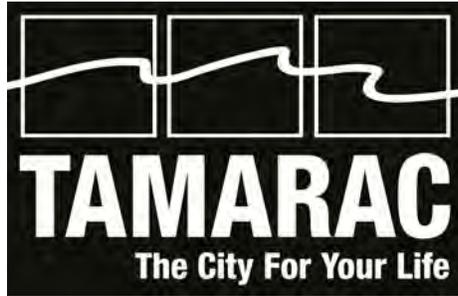
Decrease funds for armor car pick up services; allocated to Parks and Building -\$11,410

Decrease funds for lockbox services based on current usage -\$7,000

Increase funds for collections accounts +\$4,000

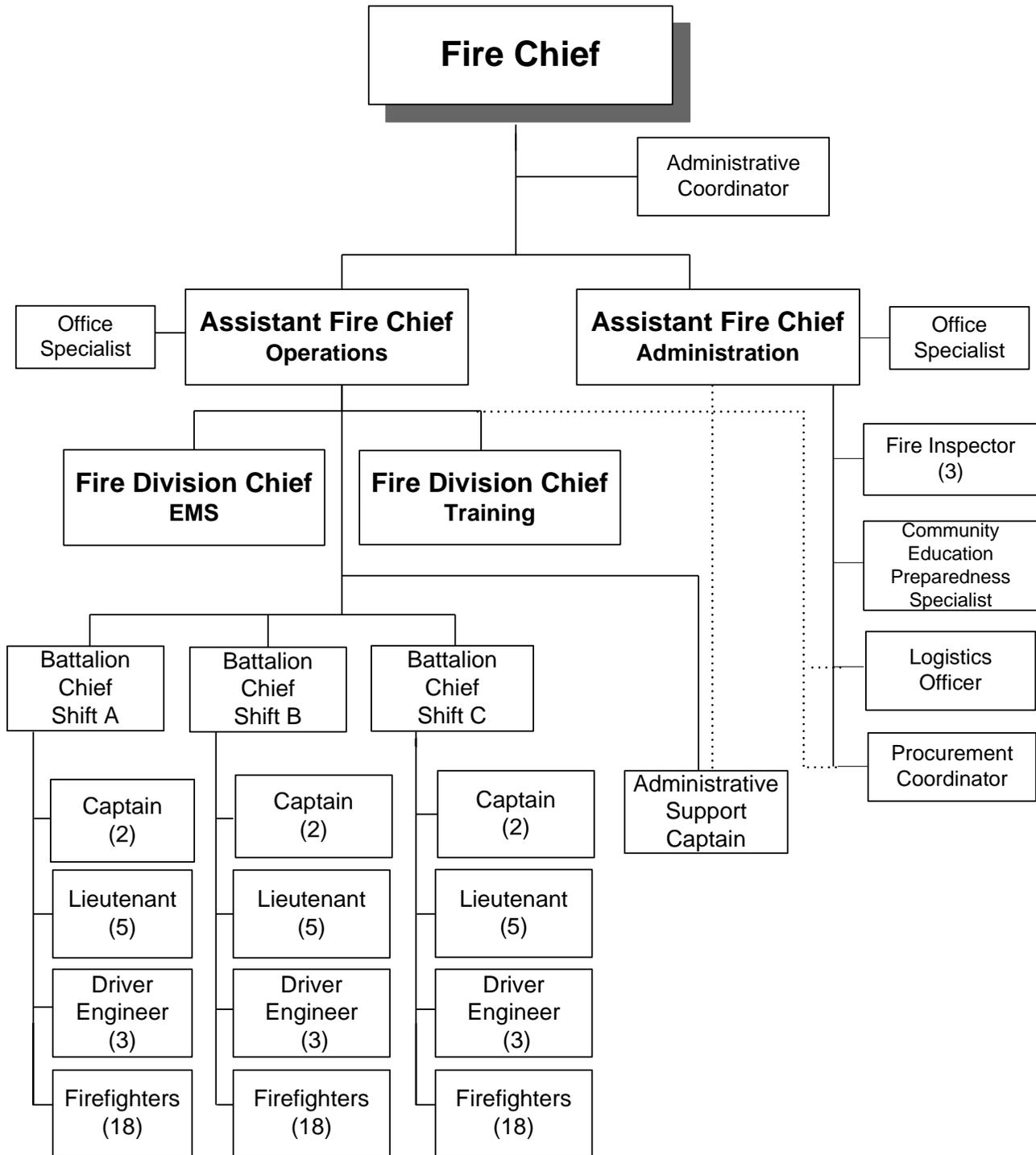
Major Variances FY 2013:

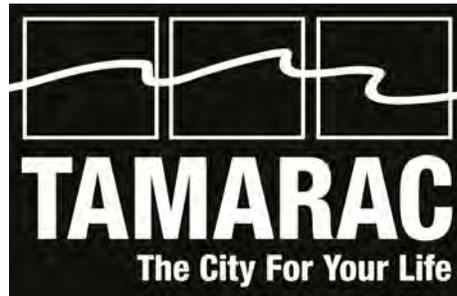
Increases in personal services planned for salary and insurance adjustments and minor adjustments in operating line items



Fire Rescue Department

102 Full Time (102 FTE)





Fire Rescue Departmental Financial Summary

Financial Summary ~ Department Revenues						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Firefighter's Supp Comp	\$ 41,580	\$ 38,280	\$ 38,280	\$ -	0.00%	\$ 38,280
Emergency Serv. Fees	1,940,149	1,850,000	2,000,000	150,000	8.11%	2,000,000
Training Fees	312	-	-	-	0.00%	-
Penalty Fees	(1)	2,000	-	(2,000)	-100.00%	-
Interest Income	19,345	17,000	16,000	(1,000)	-5.88%	16,000
Transfer In from General Fund	5,273,810	6,919,670	5,970,102	(949,568)	-13.72%	6,132,213
Fire Assessment Fees	8,704,112	8,800,000	10,471,708	1,671,708	19.00%	10,471,708
Annual Inspection Fees	223,887	150,000	200,000	50,000	33.33%	200,000
Fire Re-Inspection Fees	3,275	2,000	3,000	1,000	50.00%	3,000
Residential Fire Safety	1,950	2,000	2,000	-	0.00%	2,000
Plan Review Fees	38,664	40,000	35,000	(5,000)	-12.50%	40,000
Contributions and Donations	3,687	-	-	-	0.00%	-
Miscellaneous Revenues	35,577	130,478	-	(130,478)	-100.00%	-
Appropriated Fund Balance	-	53,245	-	(53,245)	-100.00%	-
DEPARTMENT TOTALS	\$ 16,286,347	\$ 18,004,673	\$ 18,736,090	\$ 731,417	4.06%	\$ 18,903,201

Financial Summary ~ Category Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 14,098,088	\$ 14,571,648	\$ 15,074,845	\$ 503,197	3.45%	\$ 15,394,559
Operating Expenditures	3,292,730	1,009,287	1,044,785	35,498	3.52%	1,005,773
Capital Outlay	73,326	68,018	90,000	21,982	32.32%	170,000
Other Uses	-	1,976,665	2,506,460	529,795	26.80%	2,312,869
Contingency	-	370,255	-	(370,255)	-100.00%	-
Reserves	-	8,800	20,000	11,200	127.27%	20,000
DEPARTMENT TOTALS	\$ 17,464,144	\$ 18,004,673	\$ 18,736,090	\$ 731,417	4.06%	\$ 18,903,201

Financial Summary ~ Program Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Administration	\$ 3,651,115	3,408,718	\$ 3,454,506	\$ 45,788	1.34%	\$ 3,266,964
Operations	13,813,029	13,849,149	14,464,375	615,226	4.44%	14,839,796
Fire Prevention	-	746,806	817,209	70,403	9.43%	796,441
DEPARTMENT TOTALS	\$ 17,464,144	\$ 18,004,673	\$ 18,736,090	\$ 731,417	4.06%	\$ 18,903,201

Fire Rescue Administration (4501)

Mission:

The Fire Rescue Department are dedicated professionals who protect the life, health, property, and natural resources of the citizens and visitors of Tamarac by providing the highest quality emergency medical services, fire suppression, emergency preparedness, inspection services, and public education.

Program Description:

The Fire Rescue Department maintains an ISO Class 2 rating and is striving for an ISO Class 1 rating and accreditation from the Commission on Fire Accreditation International (CAFI) within the next three years. These professional codes and standards, including the National Fire Protection Association (NFPA), allows the organization to provide services that protect lives and property through an effective and efficient emergency response. These major services include fire prevention and inspection, training, public education, fire suppression, emergency medical services, hazard mitigation and emergency management efforts.

Goals & Objectives:

In support of Goal #1, Inclusive Community, Fire Rescue Administration embraces the City's increasing diverse community through its diverse workforce and programs that meet the needs in our community. In support of Goal #2, Strong Economy in a Healthy Environment, Administration recognizes that a high performance organization requires up-to-date technology and data driven results that improve fiscal accountability and resource management throughout all aspects of the Fire Rescue Department. In support of Goal #3, Dynamic Organizational Culture, we promote and maintain a highly motivated staff characterized by integrity, education, commitment, and maintain a high level of professionalism towards our customers. In support of Goal #4, Clear Communication, the Department will provide current information to customers regarding programs and services and gather feedback. In addition, Fire Administration facilitates and supports the Operations and Prevention Divisions to accurately analyze data improving service delivery method through ongoing Customer-focused Transactional Surveys. In support of Goal #5, Safe and Vibrant Community, Fire Administration supports the response of all emergency and non-emergency vehicles operated in a safe and timely manner, ensuring the highest level of Fire and EMS service. In support of City Goals, Tamarac Fire Rescue will pursue Fire Department Accreditation from the Commission on Fire Accreditation International (CAFI) by 2015.

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Achieve 90% customer satisfaction rating annually using the Fire Inspection and EMS customer survey.	N/A	90%	90%	90%
Percentage employees receiving 20 hours of job-related training annually. Target > 80%.	N/A	80%	80%	80%
Complete all standard operating supply requests within a 72-hour time period. Target >90%.	N/A	90%	95%	98%

Fire Rescue Administration (4501)

Financial Summary ~ Division Revenues						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Training Fees	\$ 312	\$ -	\$ -	\$ -	0.00%	\$ -
Penalty Fees	(1)	2,000	-	(2,000)	-100.00%	-
Interest Income	19,345	17,000	16,000	(1,000)	-5.88%	16,000
Transfer In from General Fund	5,273,810	6,919,670	5,970,102	(949,568)	-13.72%	6,132,213
Fire Assessment Fees	8,704,112	8,800,000	10,471,708	1,671,708	19.00%	10,471,708
Miscellaneous Revenues	35,577	130,478	-	(130,478)	-100.00%	-
Appropriated Fund Balance	-	53,245	-	(53,245)	-100.00%	-
TOTALS	\$ 14,033,155	\$ 15,922,393	\$ 16,457,810	\$ 535,417	3.36%	\$ 16,619,921

Financial Summary ~ Division Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 950,117	\$ 821,138	\$ 910,061	\$ 88,923	10.83%	\$ 942,632
Operating Expenditures	2,700,998	231,860	237,985	6,125	2.64%	241,463
Other Uses	-	1,976,665	2,286,460	309,795	15.67%	2,062,869
Contingency	-	370,255	-	(370,255)	-100.00%	-
Reserves	-	8,800	20,000	11,200	127.27%	20,000
TOTALS	\$ 3,651,115	\$ 3,408,718	\$ 3,454,506	\$ 45,788	1.34%	\$ 3,266,964

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Fire Chief	1			1
Fire Division Chief	2			2
Administrative Coordinator	1			1
Procurement Coordinator	1			1
Office Specialist	1			1
Total Personnel Complement	6	0	0	6

Major Variances FY 2012:

Personal Services

Allowance for salary adjustments related to performance appraisals.
Increases due to the reallocation of personnel to the Administration Division

Operating Expenditures

Increase in contract for Medical Director +\$10,000

Other Uses/Contingency

Funding allocated to purchase capital vehicles and equipment from the Capital Equipment Fund +\$441,000
Decrease in cost allocation to General Fund -\$85,000
Decrease in contingency -\$565,090
Increase in reserves for PO's carried forward into the next fiscal year +\$11,200

Major Variances FY 2013:

Increases in personal services planned for salary and insurance adjustments and minor adjustments in operating line items +\$2,060
Decrease in funding allocated to purchase capital vehicles and equipment from the Capital Equipment Fund -\$260,500

Operations (4520)

Mission:

The Fire Rescue Department are dedicated professionals who protect the life, health, property, and natural resources of the citizens and visitors of Tamarac by providing the highest quality emergency medical services, fire suppression, and education.

Program Description:

The Fire Rescue Department maintains an ISO Class 2 rating striving for an ISO 1 rating within the next three years. These professional standards allow the organization to provide services that protect lives and property through an effective and efficient emergency response. These major services include fire prevention and inspection, training, public education, fire suppression, emergency medical services, hazard mitigation and emergency management efforts.

Goals & Objectives:

In support of Goal #2, Strong Economy in A Healthy Environment, the Department will strive to be recognized as a high quality organization who uses up-to-date technology and techniques to improve annual processes and safe practices. In support of Goal #3, Dynamic Organizational Culture, the Department will maintain a highly motivated staff characterized by integrity, education, and commitment, and professionalism towards customers. In support of Goal #4, Clear Communication, the Department will provide current information to customers regarding programs and services and gather feedback to make improvements going forward. In addition, the Division prepares and provides accurate data records to continue to improve service delivery methods through ongoing Transactional Analysis. In support of Goal #5, Safe and Vibrant Community, the Department will respond to all emergencies in a safe and timely manner, will provide the highest quality EMS, fire and hazard mitigation, specialized services, and information services. Tamarac Fire Rescue will pursue department accreditation from the Commission on Fire Accreditation International (CAFI) by 2015.

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
100% completion of the annual fire hydrant inspection program in accordance with Florida Statutes and ISO guidelines. (n = 2,110)	2,110	2,110	2,110	2,110
Provide 240 hours of professional development training per firefighter in accordance with ISO guidelines.	240	240	240	240
Respond to all emergency incidents in eight minutes or less from 9-1-1 call to scene arrival in an effort to meet professional standards such as the National Fire Protection Association recommendation. (n = 90%)	84.6%	90%	90%	90%
EMS Return of Spontaneous Circulation (ROSC) of cardiac arrest victims (industry average = 10%). Target goal > 30%.	36%	30%	30%	30%

Operations (4520)

Financial Summary ~ Division Revenues						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Firefighter's Supp Comp	\$ 41,580	\$ 38,280	\$ 38,280	\$ -	0.00%	\$ 38,280
Emergency Serv. Fees	1,940,149	1,850,000	2,000,000	150,000	8.11%	2,000,000
Contributions & Donations	3,687	-	-	-	0.00%	-
TOTALS	\$ 1,985,416	\$ 1,888,280	\$ 2,038,280	\$ 150,000	7.94%	\$ 2,038,280

Financial Summary ~ Division Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 13,147,971	\$ 13,055,142	\$ 13,431,845	\$ 376,703	2.89%	\$ 13,695,506
Operating Expenditures	591,732	725,989	732,530	6,541	0.90%	724,290
Capital Outlay	73,326	68,018	80,000	11,982	17.62%	170,000
Debt Service	-	-	220,000	220,000	100.00%	250,000
TOTALS	\$ 13,813,029	\$ 13,849,149	\$ 14,464,375	\$ 615,226	4.45%	\$ 14,839,796

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Assistant Fire Chief	1			1
Battalion Chief	3			3
Captain	7			7
Lieutenant	15			15
Driver	9			9
Firefighter/EMT/Paramedic	54			54
Logistics Officer	1			1
Total Personnel Complement	90	0	0	90

Major Variances FY 2012:

Personal Services

- Fire Pension percentage increase from 47% to 55.45%, an 18% increase over FY 2011.
- Allowance for regular step increases based on IAFF Contract
- Increase due to the Departmental Reorganization which added three (3) new Firefighter positions and one (1) new Captain position.

Operating Expenditures

- Increase in Training for Outside Specialty Instruction +\$5,000
- Increase in funding for R & M for equipment and facilities +\$35,400
- Funding for Fire Simulation Software +\$9,000
- Increase in funding for miscellaneous small equipment and furniture +\$8,600

Capital Outlay/Debt Service

- Funding for the lease of two (2) new Rescue Vehicles +\$31,800
- Funding for the Lease of Fire Apparatus +\$250,000

Major Variances FY 2013:

- Increases in personal services planned for salary and insurance adjustments and minor adjustments in operating line items -\$8,240
- Increase in funding for the Lease of two (2) additional Rescue Vehicles +\$90,000

Fire Prevention, Public Education and Emergency Management (4530)

Mission:

The Fire Prevention and Emergency Management Divisions are dedicated professionals who protect the life, health, property, and natural resources of the citizens and visitors of Tamarac by providing the highest quality emergency preparedness, public education, and inspection services.

Program Description:

The Fire Prevention Division provides fire and life safety code inspections, public education programs and emergency management for the City ensuring the highest level of safety for the residents, visitors and employees. Professional standards allow our organization to protect lives and property through effective and efficient pre-incident planning, emergency response mitigation and post-incident recovery response.

Goals & Objectives:

In support of Goal # 1, Inclusive Community, the Fire Prevention Division plays a vital role in the education of our customers in the areas of Fire Safety, Fire Prevention and Emergency Management. In addition, the Division prepares and provides accurate data records to continue to improve service delivery methods through ongoing Transactional Analysis. In support of Goal #2, Strong Economy in a Healthy Environment, the Department will be recognized as a high quality organization who uses up-to-date technology and techniques to improve required annual fire and life safety inspection processes. In support of Goal #3, Dynamic Organizational Culture, the Division will maintain a highly motivated staff characterized by integrity, education, and commitment, and maintain a high level of professionalism towards our customers. In support of Goal #4, Clear Communication, the Division will provide current information to customers regarding programs and services and gather feedback when necessary and appropriate. In support of Goal #5 Safe and Vibrant Community, the Division will respond to all requests in a safe and timely manner, will provide the highest quality hazard mitigation, specialized services, fire and life safety inspection, public education and information services.

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
100% completion of fire inspections for commercial, educational and multi-family residential occupancies as outlined in Tamarac City Code. (n = 2,654)	2,735 (103%)	2,654	2,654	2,110
100 % completion of all new and existing construction plan reviews will be completed by a Fire Department Plans Reviewer within five business days upon receipt by the Fire Department Plan Reviewer. (n = 678)	709 (104.5%)	678	678	678
To conduct Fire Drills in 100 % of the public/private schools within the City of Tamarac. (n = 21)	21 (100%)	100%	100%	100%

Fire Prevention, Public Education, and Emergency Management (4530)

Financial Summary ~ Division Revenues						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Annual Inspection Fees	\$ 223,887	\$ 150,000	\$ 200,000	\$ 50,000	33.33%	\$ 200,000
Fire Re-Inspection Fees	3,275	2,000	3,000	1,000	50.00%	3,000
Residential Fire Safety	1,950	2,000	2,000	-	0.00%	2,000
Plan Review Fees	38,664	40,000	35,000	(5,000)	-12.50%	40,000
TOTALS	\$ 267,776	\$ 194,000	\$ 240,000	\$ 46,000	23.71%	\$ 245,000

Financial Summary ~ Division Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ -	\$ 695,368	\$ 732,939	\$ 37,571	5.40%	\$ 756,421
Operating Expenditures	-	51,438	74,270	22,832	44.39%	40,020
Capital Outlay	-	-	10,000	10,000	100.00%	-
TOTALS	\$ -	\$ 746,806	\$ 817,209	\$ 70,403	9.43%	\$ 796,441

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Assistant Fire Chief	1			1
Office Specialist	1			1
Comm Ed/Preparedness Specialist	1			1
Fire Inspector	3			3
Total Personnel Complement	6	0	0	6

Major Variances FY 2012:

Personal Services

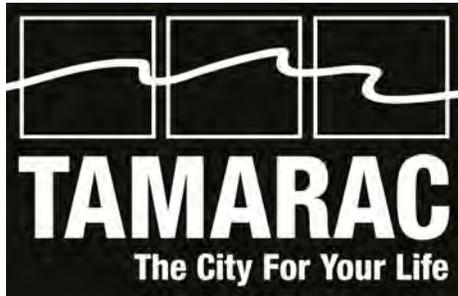
Fire Pension percentage increase from 47% to 55.45%, an 18% increase over FY 2011.
 Allowance for regular step increases based on IAFF Contract

Operating Expenditures

Funding for a Fee Study +\$5,000
 Increase in service for the Wireless Inspection Program +\$2,500
 Increase in supplies for the Wireless Inspection Program +\$3,000
 Increase in computer supplies to purchase l pads for the Wireless Inspection Program +\$4,000
 Decrease electric due to a reallocation of costs -\$4,200
 Decrease in other supplies -\$9,500

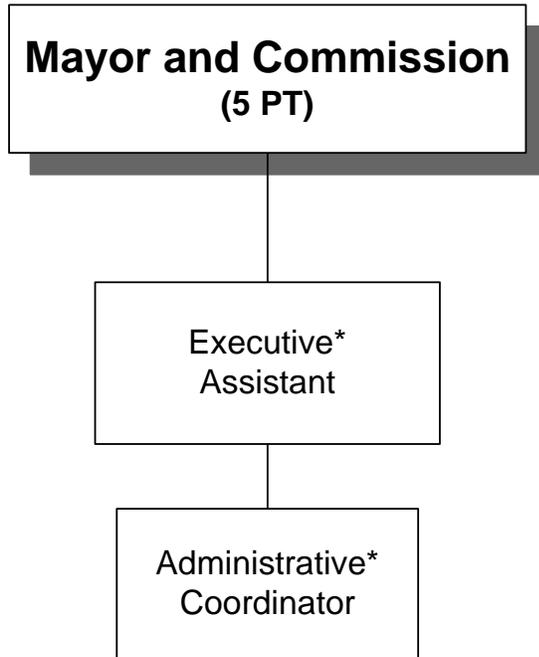
Major Variances FY 2013:

Increases in personal services planned for salary and insurance adjustments and minor adjustments in operating line items.
 Decrease due to one time expenses from the Fee Study and the Wireless Inspection Program -\$14,250

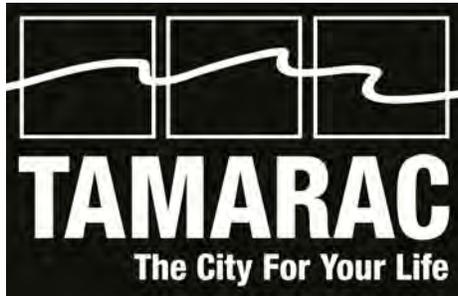


City Commission

2 Full Time, 5 Part Time (4.5 FTE)



**This position is also reflected in the City Manager's Organizational Chart for reporting purposes.*



City Commission Departmental Financial Summary

Financial Summary ~ Category Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 501,650	\$ 529,994	\$ 546,348	\$ 16,354	3.09%	\$ 568,774
Operating Expenditures	56,535	77,760	75,150	(2,610)	-3.36%	77,070
Grants and Aids	85,240	97,740	90,934	(6,806)	-6.96%	90,934
Other Uses	1,500	15,000	-	(15,000)	-100.00%	-
DEPARTMENT TOTALS	\$ 644,925	\$ 720,494	\$ 712,432	\$ (8,062)	-1.12%	\$ 736,778

Financial Summary ~ Program Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Administration	\$ 644,925	\$ 720,494	\$ 712,432	\$ (8,062)	-1.12%	\$ 736,778
DEPARTMENT TOTALS	\$ 644,925	\$ 720,494	\$ 712,432	\$ (8,062)	-1.12%	\$ 736,778

City Commission (0100)

Program Description:

The City of Tamarac is governed by a Commission/Manager form of government, which combines the political leadership of elected officials with the managerial experience of the appointed administrator. The City Commission consists of five members: the Mayor, Chief elected official-at-large, and four commission members elected from each of the four districts in the City. The legislative powers of the City are vested in and exercised by the City Commission, consistent with the United States Constitution, the Florida Constitution, Laws of the State of Florida, the City Charter, and City Ordinances. The City Commission is vested with policy-setting authority, adopting the annual budget, formulating goals and objectives, and making decisions that affect the quality of life in the community

Goals & Objectives:

In support of Goal #4, Clear Communication, City Commission Staff will continue to ensure timely and effective communication between Commission Members, their constituents, and the general public.

City Commission (0100)

Financial Summary ~ Division Expenditures						
	FY 2010	FY 2011	FY 2012	Dollar	Percent	FY 2013
	Actual	Budget	Adopted	Change	Change	Planned
Personal Services	\$ 501,650	\$ 529,994	\$ 546,348	\$ 16,354	3.09%	\$ 568,774
Operating Expenditures	56,535	77,760	75,150	(2,610)	-3.36%	77,070
Grants and Aids	85,240	97,740	90,934	(6,806)	-6.96%	90,934
Other Uses	1,500	15,000	-	(15,000)	-100.00%	-
TOTALS	\$ 644,925	\$ 720,494	\$ 712,432	\$ (8,062)	-1.12%	\$ 736,778

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Mayor		1		0.5
Vice Mayor		1		0.5
Commissioner		3		1.5
Executive Assistant	1			1
Administrative Coordinator	1			1
Total Personnel Complement	2	5	0	4.5

Major Variances FY 2012:

Personal Services

Allowance for salary adjustments (non elected positions) related to performance appraisals.

Operating Expenditures

- Decrease funds for professional services -\$2,490
- Decrease funds for Dues and Memberships -\$3,100
- Decrease funds for Contingency -\$15,000

Major Variances FY 2013:

Increases in personal services planned for salary and insurance adjustments and minor adjustments in operating line items.

City Attorney Departmental Financial Summary

Financial Summary ~ Category Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Operating Expenditures	\$ 634,688	\$ 693,572	\$ 415,670	\$ (277,902)	-40.07%	\$ 415,670
DEPARTMENT TOTALS	\$ 634,688	\$ 693,572	\$ 415,670	\$ (277,902)	-40.07%	\$ 415,670

Financial Summary ~ Program Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
City Attorney's Office	\$ 634,688	\$ 693,572	\$ 415,670	\$ (277,902)	-40.07%	\$ 415,670
DEPARTMENT TOTALS	\$ 634,688	\$ 693,572	\$ 415,670	\$ (277,902)	-40.07%	\$ 415,670

Major Variances FY 2012:

Operating Expenditures

Decrease due to the transfer of labor relations related funding to Human Resources -\$80,000

City Attorney (1000)

Mission:

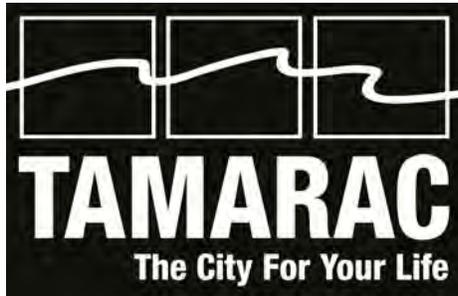
To provide effective and timely legal representation and advice to the City Commission and City Staff.

Program Description:

The City Attorney represents the City in legal controversies from the point of claim to resolution. The City Attorney is committed to implementing the City Commission's policy of minimizing exposures and potential liabilities. The City Attorney addresses legal issues at inception to avoid crisis response; coordinates with departments to enable them to identify and distinguish between legal and non-legal issues; prepares all necessary legal documents; drafts or reviews all contracts and agreements for services, programs, and projects, performs legal research and prepares opinions as required; works in conjunction with Risk Management to evaluate risks to identify potential exposures and develop alternatives for Commission consideration; represents the City in civil actions and proceedings; files causes of action at the instruction of the City Commission and represents the City as plaintiff or defendant when its interest so requires; serves as municipal prosecutor for violations of City ordinances; drafts and files municipal information in County Court and represents the City throughout prosecution.

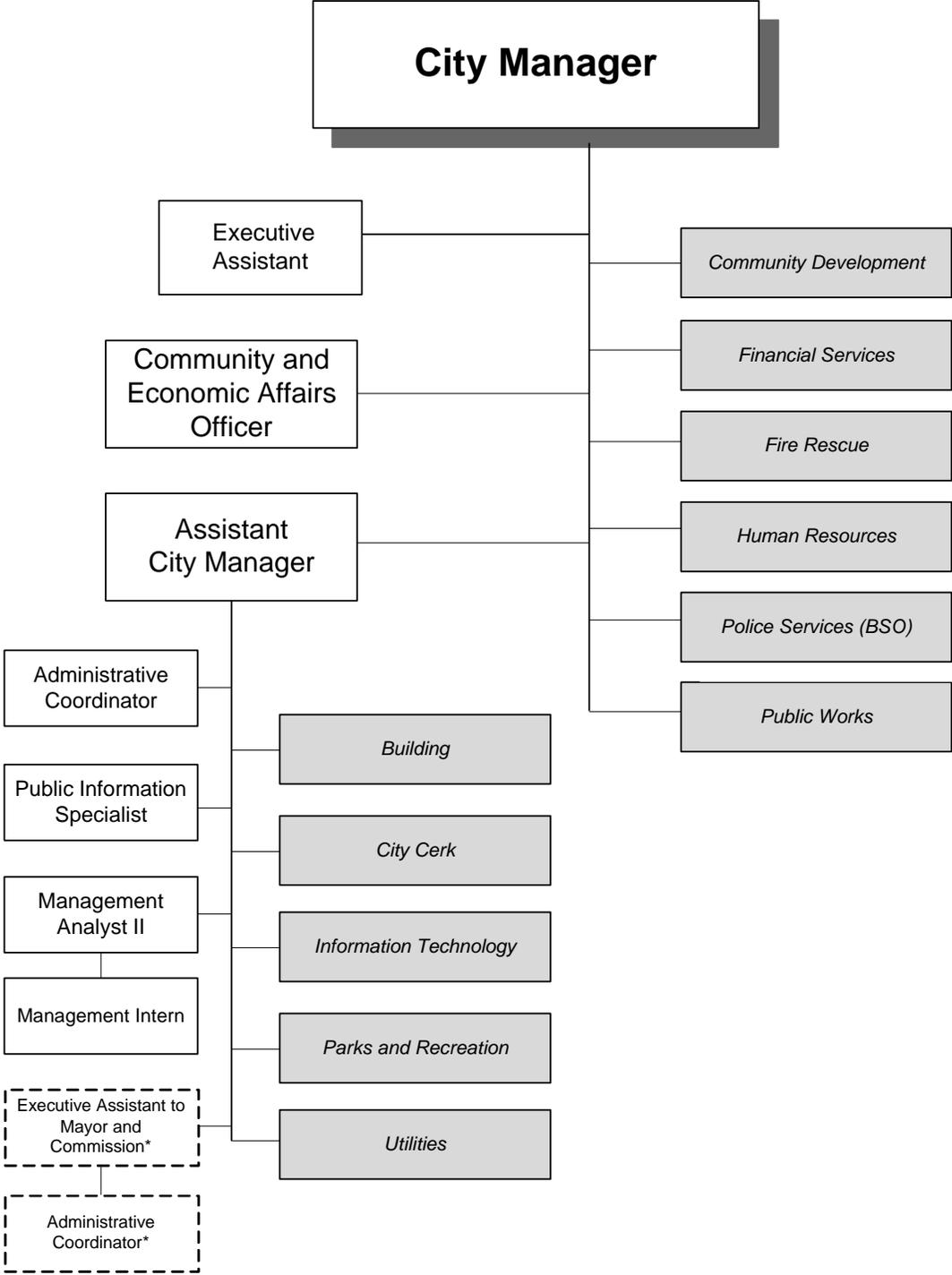
Goals & Objectives:

The City Attorney's Office will prepare all legal documents for litigation within the time frame designated by the Court. The City Attorney's Office will file answers to all complaints within twenty days of receipt.

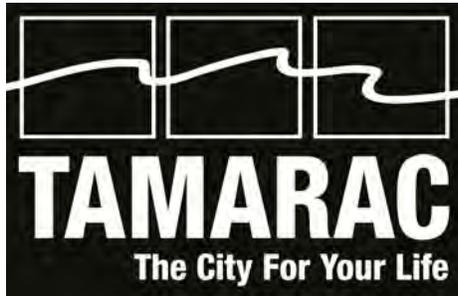


City Manager

8 Full Time (8 FTE)



*This position provides administrative support for the Mayor and City Commission and is therefore reflected in the City Commission's Organizational Chart and position count.



City Manager Departmental Financial Summary

Financial Summary ~ Category Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 1,493,589	\$ 1,426,891	\$ 1,253,090	\$ (173,801)	-12.18%	\$ 1,277,689
Operating Expenditures	140,558	210,000	220,955	10,955	5.22%	283,565
Capital Outlay	1,523	-	-	-	0.00%	-
DEPARTMENT TOTALS	\$ 1,635,670	\$ 1,636,891	\$ 1,474,045	\$ (162,846)	-9.95%	\$ 1,561,254

Financial Summary ~ Program Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
City Manager's Office	\$ 1,279,441	\$ 1,209,872	\$ 1,014,399	\$ (195,473)	-16.16%	\$ 1,048,863
Public & Economic Affairs	356,229	427,019	459,646	32,627	7.64%	512,391
DEPARTMENT TOTALS	\$ 1,635,670	\$ 1,636,891	\$ 1,474,045	\$ (162,846)	-9.95%	\$ 1,561,254

City Manager (0501)

Mission:

To provide the leadership and direction necessary to complete the objectives and directives approved by the City Commission, and to meet the City Commission's vision of the City as a High Performance Organization.

Program Description:

To provide the administrative oversight, support, and systems that empower City Departments to anticipate and meet customer expectations and accomplish the objectives and directives approved by the City Commission. This support includes enforcing City laws and ordinances, making recommendations to the City Commission relative to ordinances and resolutions, appointing and removing subordinate officers and employees, obtaining and administering grant funding, submitting an annual budget, and advising the City Commission on the financial condition of the City.

Goals & Objectives:

In support of Goal #1, Inclusive Community, the Manager's Office will identify customers and their needs, including recognizing the cultural diversity of our changing City. In support of Goal #2, Strong Economy in a Healthy Environment, the Office will leverage the value of taxpayer dollars through the use of grant funding. In support of Goal #3, Dynamic Organizational Culture, the Office will utilize the Florida Governor's Sterling Council Criteria to facilitate customer service in all City Departments.

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Percent of residents "satisfied" or "very satisfied" with overall City services (2009 National Average = 49%).	82%	78%	85%	TBD
Percent of residents who "agree" or "strongly agree" the City does a good job serving the needs of diverse populations in the community.	60%	60%	65%	TBD
Percent of residents who are satisfied with the quality of customer service they receive when contacting the City (2009 National Average =47%).	71%	70%	75%	TBD
Percentage of residents who believe they receive good value for their local tax dollars paid (2009 National Average = 39%).	55%	56%	60%	TBD

City Manager (0501)

Financial Summary ~ Division Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 1,250,311	\$ 1,171,122	\$ 968,944	\$ (202,178)	-17.26%	\$ 990,408
Operating Expenditures	29,130	38,750	45,455	6,705	17.30%	58,455
Capital Outlay	-	-	-	-	0.00%	-
TOTALS	\$ 1,279,441	\$ 1,209,872	\$ 1,014,399	\$ (195,473)	-16.16%	\$ 1,048,863

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
City Manager	1			1
Assistant City Manager	1			1
Management Analyst II	1			1
Executive Assistant	1			1
Administrative Coordinator	1			1
Management Intern	1			1
Total Personnel Complement	6	0	0	6

Major Variances FY 2012:

Personal Services

- Allowance for salary adjustments related to performance appraisals
- Addition of Management Intern position
- Elimination of vacant Deputy City Manager position

Operating Expenditures

- Increase funds for various Travel and Training +\$6,200

Major Variances FY 2013:

- Increases in personal services planned for salary and insurance adjustments and minor adjustments in operating line items.
- Increase in Training and Travel for additional educational opportunities for staff +\$12,000

Public Information/Economic Affairs (0530)

Mission:

To facilitate communication between city government, the business community and the general public. To promote local business and industry to enhance overall visibility of the City of Tamarac.

Program Description:

Public Information- Publish Tam-A-Gram and Sundial newsletter, respond to media inquiries, and provide support as needed to all city departments with communication matters.

Economic Affairs- Functions as an advocate for the business community, works to attract new development and redevelopment, retain existing businesses, and serves as an informational resource to the business community.

Goals & Objectives:

In support of Goal #1, Inclusive Community (community education and outreach), and Goal #4, Clear Communication, the Division provides internal and external communications through the Tam-A-Gram, Sundial, direct mailings, news releases and the City's website. In support of Goal #5, Safe and Vibrant Community, the Division facilitates a positive business climate through the provision of assistance and service to the business community.

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Employee satisfaction with communication (avg. all communication questions)	59%	63%	65%	TBD
Percent of residents "satisfied" or "very satisfied" with the overall effectiveness of City communication with the public (2009 National Average = 40%).	70%	70%	72%	TBD
Percent of business owners who consider Tamarac to be "Business Friendly".	75%	75%	77%	TBD
Percent of business owners who are "satisfied" or "very satisfied" with the overall quality of service provided by the City.	79%	84%	82%	TBD
Percent of employees "satisfied" or "very satisfied" that the SunDial provides useful information	65%	62%	68%	TBD

Public Information/Economic Affairs (0530)

Financial Summary ~ Division Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 243,278	\$ 255,769	\$ 284,146	\$ 28,377	11.09%	\$ 287,281
Operating Expenditures	111,428	171,250	175,500	4,250	2.48%	225,110
Capital Outlay	1,523	-	-	-	0.00%	-
TOTALS	\$ 356,229	\$ 427,019	\$ 459,646	\$ 32,627	7.64%	\$ 512,391

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Community and Economic Affairs Officer	1			1
Public Information & Media Specialist	1			1
Total Personnel Complement	2	0	0	2

Major Variances:

Personal Services

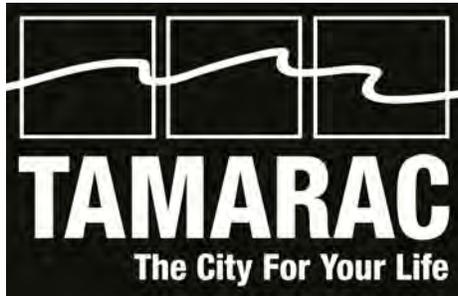
Allowance for salary adjustments related to performance appraisals.

Operating Expenditures

- Funding for Professional Services for translations +\$5,000
- Funding for Consulting Services for the Marketing Plan +\$5,000
- Decrease funds for Citizen Education Program -\$1,500
- Decrease funds for training and other miscellaneous expenditures

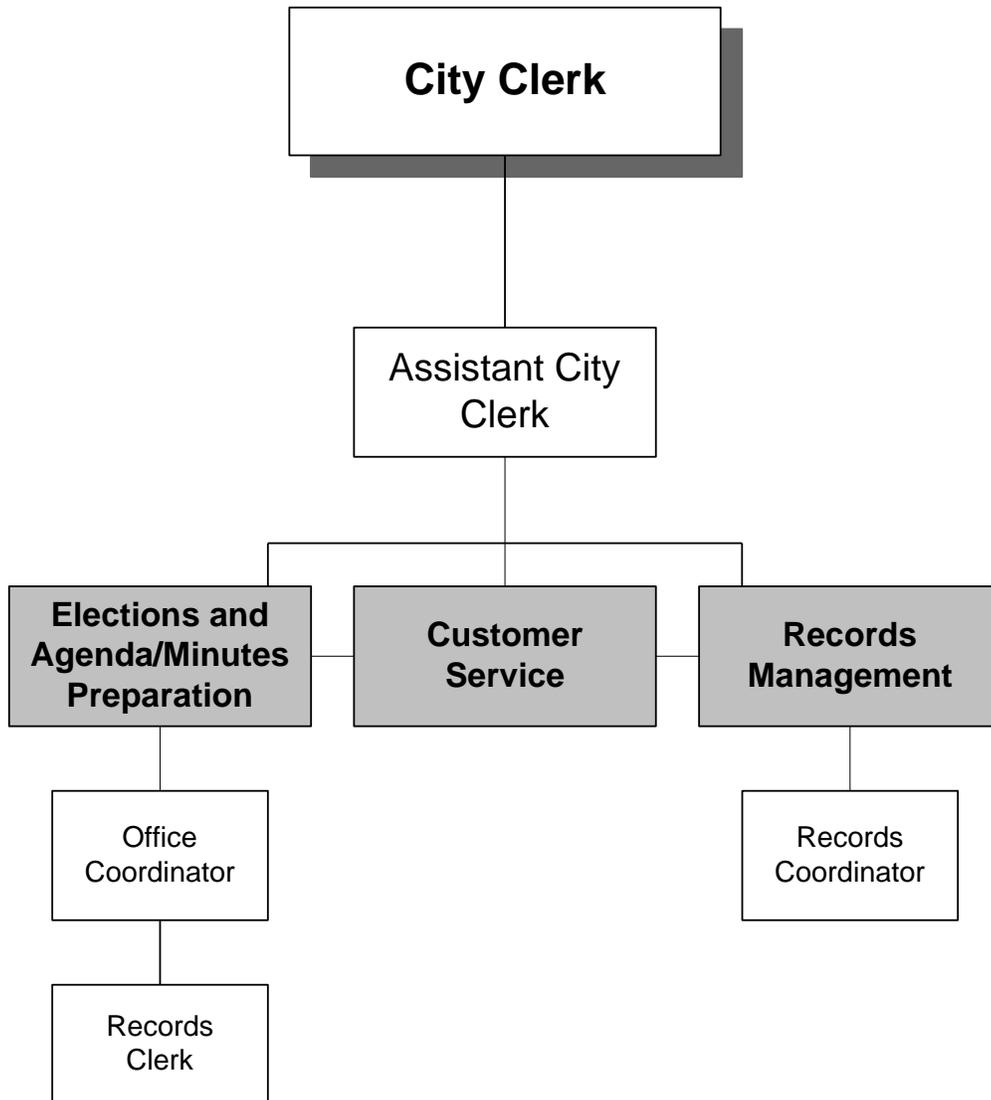
Major Variances FY 2013:

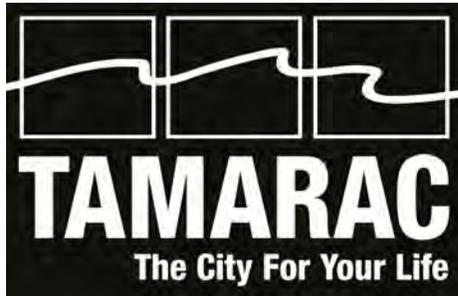
- Increases in personal services planned for salary and insurance adjustments and minor adjustments in operating line items.
- Increase in promotional activities for a year-long 50th Anniversary celebration +\$50,000



City Clerk

5 Full Time (5 FTE)





City Clerk Departmental Financial Summary

Financial Summary ~ Department Revenues						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Passport Service Charges	\$ 15,675	\$ 12,000	\$ -	\$ (12,000)	-100.00%	\$ -
DEPARTMENT TOTALS	\$ 15,675	\$ 12,000	\$ -	\$ (12,000)	-100.00%	\$ -

Financial Summary ~ Category Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 497,684	\$ 436,245	\$ 450,124	\$ 13,879	3.18%	\$ 467,051
Operating Expenditures	302,395	255,619	124,300	(131,319)	-51.37%	124,300
Capital Outlay	-	2,326	-	(2,326)	-100.00%	-
DEPARTMENT TOTALS	\$ 800,079	\$ 694,190	\$ 574,424	\$ (119,766)	-17.25%	\$ 591,351

Financial Summary ~ Program Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
City Clerk	\$ 800,079	\$ 694,190	\$ 574,424	\$ (119,766)	-17.25%	\$ 591,351
DEPARTMENT TOTALS	\$ 800,079	\$ 694,190	\$ 574,424	\$ (119,766)	-17.25%	\$ 591,351

City Clerk (1300)

Mission:

To preserve the integrity of the City of Tamarac's official records, which encompasses business transactions, law and policy making, and property-related matters. Additionally, the City Clerk's Office is responsible for coordination of general and special elections, informing residents of public hearings and meetings, and ensuring accurate and timely recordkeeping relative to City Commission workshops and regular meetings.

Program Description:

To oversee the City Commission agenda process, which includes the creation of workshop, regular, and special City Commission meeting agendas and related support materials to all interested stakeholders. To maintain a historical database of all document images, regardless of media type, relative to City of Tamarac/corporate records. Inform citizenry of public meetings and hearings pursuant to Florida Statutes. Manage the codification of the Municipal Code of Ordinances to City staff, subscribers, and other interested parties. Provide notice of public meetings of the Tamarac City Commission and applicable City of Tamarac advisory boards and committees. Provide for records disposition/disposal to the fullest extent permissible by Florida laws, and the cost effective, legal maintenance of permanent records for all City departments. To work in concert with the Broward County Supervisor of Elections Office staff relative to coordination of City of Tamarac general and special elections.

Goals & Objectives:

In support of Strategic Plan Goal #1, Inclusive Community, the City Clerk's Office will provide public information in applicable languages when practicable; foster strong professional partnerships with the Broward County Supervisor of Elections and professional staff from neighboring municipalities; ensure timely dissemination of information relative to other governmental/business entities to City residents and other interested parties. In support of Strategic Plan Goal #3, Dynamic Organizational Culture, the Office is planning to provide additional cross training among staff, as well as, provide opportunities to encourage certification and higher education for staff; empower employees to openly contribute their ideas to enhance customer service and processes; and foster ethical behavior in accordance with Florida Statutes and applicable professional Codes of Ethics (IIMC, ICRM, ICMA, etc).

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Average # of days to acknowledge public records requests	1	1	1	1
Average # of days to respond to public records requests where information is to be gathered from other departments	10	8	10	10
% agenda items successfully completed w/o revision	80%	85%	85%	85%
Avg # working days after Commission meetings to transcribe and publish City Commission meetings minutes	2.5	2.5	2.5	2.5
Percentage of voter turnout (≥5% County average)	n/a	45%	45%	45%

City Clerk (1300)

Financial Summary ~ Division Revenues						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Passport Service Chgs	\$ 15,675	\$ 12,000	\$ -	\$ (12,000)	-100.00%	\$ -
TOTALS	\$ 15,675	\$ 12,000	\$ -	\$ (12,000)	-100.00%	\$ -

Financial Summary ~ Division Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 497,684	\$ 436,245	\$ 450,124	\$ 13,879	3.18%	\$ 467,051
Operating Expenditures	302,395	255,619	124,300	(131,319)	-51.37%	124,300
Capital Outlay	-	2,326	-	(2,326)	-100.00%	-
TOTALS	\$ 800,079	\$ 694,190	\$ 574,424	\$ (119,766)	-17.25%	\$ 591,351

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
City Clerk	1			1
Assistant City Clerk	1			1
Office Coordinator	1			1
Records Coordinator	1			1
Records Clerk	1			1
Total Personnel Complement	5	0	0	5

Major Variances FY 2012:

Revenues

Reduction due to the discontinuation of the Passport Program for FY 2012

Personal Services

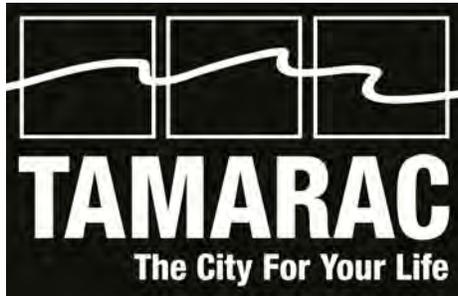
Allowance for salary adjustments related to performance appraisals

Operating Expenditures

- Increase in Iron Mountain Storage Fees +\$6,000
- Decrease in document imaging due to one-time expenses in FY 2011 -\$125,000
- Election expenses moved to Non-Departmental -\$3,000
- Increase in Dues and Memberships for various items +\$590
- Decrease in Capital Outlay due to one time purchases in FY 2011 -\$2,326

Major Variances FY 2013:

Increases in personal services planned for salary and insurance adjustments



Police Services/Broward Sheriff's Office (4120)
Departmental Financial Summary

Financial Summary ~ Department Revenues						
	FY 2010	FY 2011	FY 2012	Dollar	Percent	FY 2013
	Actual	Budget	Adopted	Change	Change	Planned
Police Svc Ed Fees	\$ 2,703	\$ 4,600	\$ 2,500	\$ (2,100)	-45.65%	\$ 2,500
Commercial Vehicles	24,323	25,000	25,000	-	0.00%	25,000
DEPARTMENT TOTALS	\$ 27,026	\$ 29,600	\$ 27,500	\$ (2,100)	-7.77%	\$ 27,500

Financial Summary ~ Category Expenditures						
	FY 2010	FY 2011	FY 2012	Dollar	Percent	FY 2013
	Actual	Budget	Adopted	Change	Change	Planned
Personal Services	\$ 130,308	\$ 156,583	\$ 130,308	\$ (26,275)	100.00%	\$ 130,308
Operating Exp - School Crossing	163,288	149,500	158,000	8,500	5.69%	158,000
Operating Exp - Police/BSO	11,701,664	11,705,250	11,423,528	(281,722)	-2.41%	11,652,000
DEPARTMENT TOTALS	\$ 11,995,260	\$ 12,011,333	\$ 11,711,836	\$ (299,497)	-2.50%	\$ 11,940,308

Financial Summary ~ Program Expenditures						
	FY 2010	FY 2011	FY 2012	Dollar	Percent	FY 2013
	Actual	Budget	Adopted	Change	Change	Planned
Crossing Guards	\$ 163,288	\$ 149,500	\$ 158,000	\$ 8,500	5.69%	\$ 158,000
Police Services	11,831,972	11,861,833	11,553,836	(307,997)	-2.60%	11,782,308
DEPARTMENT TOTALS	\$ 11,995,260	\$ 12,011,333	\$ 11,711,836	\$ (299,497)	-2.50%	\$ 11,940,308

Police Services/Broward Sheriff's Office (4120)

Mission:

The Broward County Sheriff's Office Mission is to partner with the City of Tamarac to provide the highest level of professional public safety services to Broward County and the City of Tamarac.

Program Description:

The Broward County Sheriff's Office provides full-time law enforcement services to the City of Tamarac and numerous other municipalities throughout Broward County. The Tamarac District currently has 92 budgeted positions to include a District Chief, two Lieutenants, eight Sergeants, sixty-five deputies, 13 Community Service Aides and three non-sworn support positions.

Goals & Objectives:

In support of Goal #4 "Clear Communication," BSO-Tamarac will continually work towards sustaining an open dialogue with the community through the attendance at community, business and Homeowner Association meetings throughout Tamarac. In support of Goal #5 "A Safe and Vibrant Community", BSO-Tamarac will provide professional law enforcement services to ensure communities remain safe and attractive. Emphasis will be placed on high visibility pro-active operations.

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
BSO-Tamarac will work towards increasing District participation in community outreach programs/meetings	119	120	125	125
BSO-Tamarac will constantly increase high visibility Traffic and/or Crime Prevention Corridor Operations	14	15	16	16
# of Volunteer Hours	N/A	2,640	2,640	2,640

Police Services/Broward Sheriff's Office (4120)

Financial Summary ~ Division Revenues						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Police Service Educ. Fees	\$ 2,703	\$ 4,600	\$ 2,500	\$ (2,100)	-45.65%	\$ 2,500
Commercial Vehicles	24,323	25,000	25,000	-	0.00%	25,000
TOTALS	\$ 27,026	\$ 29,600	\$ 27,500	\$ (2,100)	-7.77%	\$ 27,500

Financial Summary ~ Division Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 130,308	\$ 156,583	\$ 130,308	\$ (26,275)	100.00%	\$ 130,308
Operating Exp - School Crossing	163,288	149,500	158,000	8,500	5.69%	158,000
Operating Exp - Police/BSO	11,701,664	11,705,250	11,423,528	(281,722)	-2.41%	11,652,000
TOTALS	\$ 11,995,260	\$ 12,011,333	\$ 11,711,836	\$ (299,497)	-2.49%	\$ 11,940,308

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
District Chief	1			1
Executive Officer/Lieutenant	2			2
Sergeant	8			8
Deputy Sheriff	63			63
School Resource Officer	2			2
Community Service Aide	13			13
Crime Analyst	1			1
Clerical Assistant	2			2
Total Personnel Complement	92	0	0	92

Major Variances:

Personal Services

Increase for the police pension, which was not budgeted in FY 2011

Operating Expenditures

Increase in School Crossing Guards based on historical usage +8,500

Decrease in Police Services contract due to the Pension Reform -\$273,222

Major Variances FY 2013:

Increases in police services based on contractual agreement

Non-Departmental (9000)

Financial Summary ~ Category Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 388,464	\$ 1,173,000	\$ 1,038,462	\$ (134,538)	-11.47%	\$ 1,038,462
Operating Expenditures	963,461	1,087,220	804,820	(282,400)	-25.97%	793,190
Grants & Aid	200,000	-	-	-	0.00%	-
Transfer Out - Fire Rescue	5,273,810	6,919,670	5,970,102	(949,568)	-13.72%	6,132,213
Transfer Out - General Capital	1,005,000	-	-	-	0.00%	-
Transfer Out - Revenue Bond	2,601,700	2,572,300	2,672,600	100,300	3.90%	2,312,800
Transfer Out - Capital Equipment	-	-	2,000,000	2,000,000	100.00%	105,000
Transfer Out - Building Fund	148,772	-	198,648	198,648	100.00%	293,661
Contingency/Other Uses	-	527,277	859,000	331,723	62.91%	859,000
TOTALS	\$ 10,581,207	\$ 12,279,467	\$ 13,543,632	\$ 1,264,165	10.29%	\$ 11,534,326

Major Variances FY 2012:

Personal Services

- Budget for fire insurance premium tax for Chapter 175 & 185 funds (+ 10%)
- Funding for Annual Employee Recognition awards program

Operating Expenditures

- Funding for Performance Measurement Software +\$80,000

Other Uses

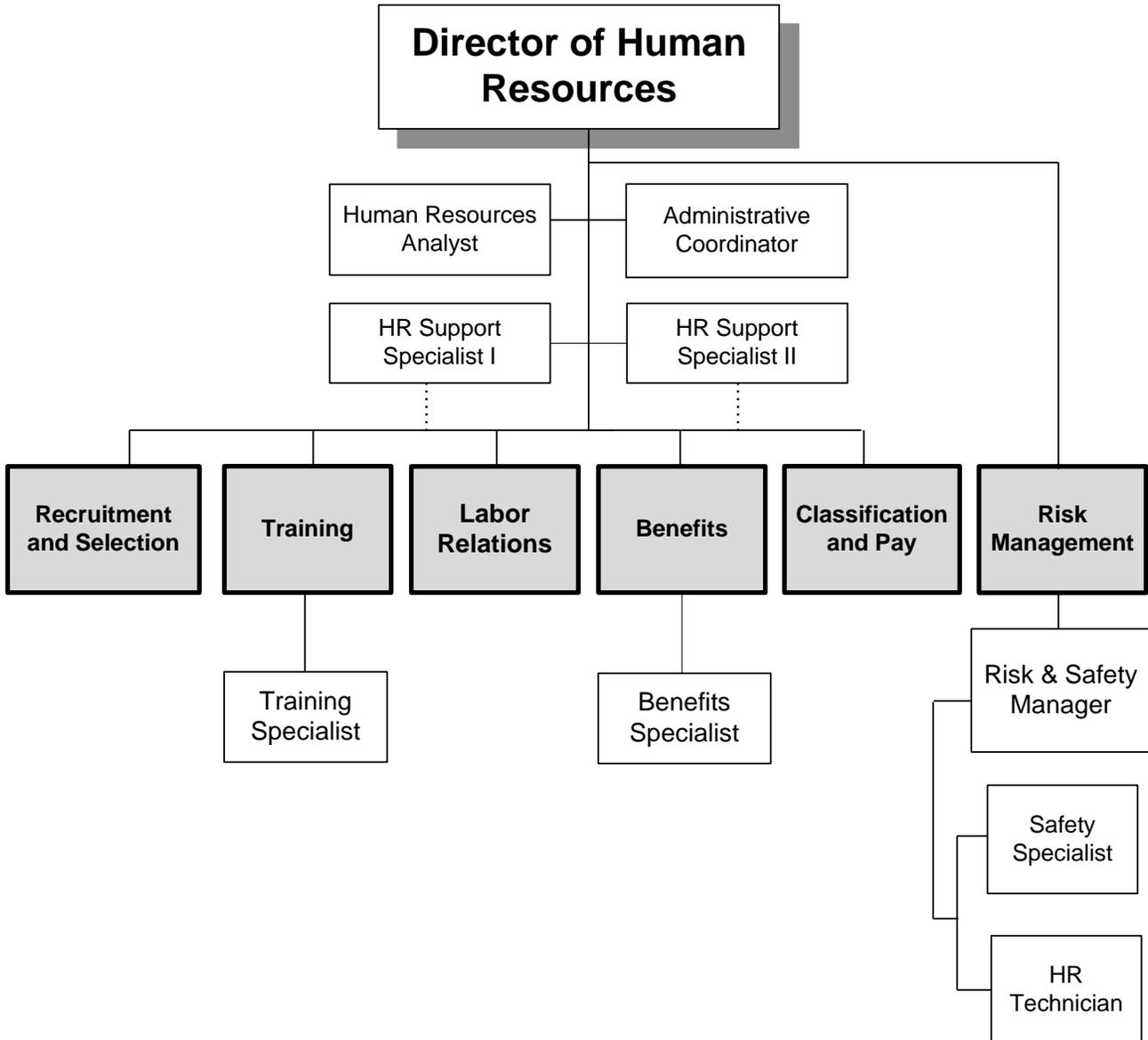
- Increase funds for fire rescue fund transfer to cover the expenditures of the Fire Rescue Department
- Decrease funds for capital fund transfer, grants fund transfer, and contingency
- Decrease funds for revenue bond fund transfer; decrease in payment

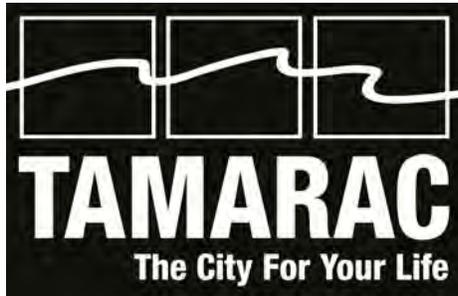
Major Variances FY 2013:

- Increases in personal services planned for salary and insurance adjustments and minor adjustments in operating line items.

Human Resources Department

10 Full Time (10 FTE)





Human Resources Departmental Financial Summary

Financial Summary ~ Department Revenues						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Insurance Service Fees	\$ 2,152,480	\$ 1,233,250	\$ 867,616	\$ (365,634)	-29.65%	\$ 893,650
Worker's Comp Fees	-	267,859	355,000	87,141	32.53%	365,650
Interest Earnings	35,538	90,000	50,000	(40,000)	-44.44%	50,000
Miscellaneous Revenues	5,429	15,000	15,000	-	0.00%	15,000
Appropriated Fund Balance-Risk	-	612,903	1,309,404	696,501	113.64%	1,288,391
DEPARTMENT TOTALS	\$ 2,193,447	\$ 2,219,012	\$ 2,597,020	\$ 378,008	17.03%	\$ 2,612,691

Financial Summary ~ Category Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 1,063,750	\$ 1,126,556	\$ 1,144,050	\$ 17,494	1.55%	\$ 1,178,234
Operating Expenditures	1,368,741	1,934,134	2,362,862	428,728	22.17%	2,364,152
Transfer out to General Fund	164,590	93,130	95,374	2,244	2.41%	95,374
DEPARTMENT TOTALS	\$ 2,597,081	\$ 3,153,820	\$ 3,602,286	\$ 448,466	14.22%	\$ 3,637,760

Financial Summary ~ Program Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Recruitment	\$ 734,925	\$ 791,867	\$ 859,875	\$ 68,008	8.59%	\$ 879,338
Training and Development	128,846	142,941	145,391	2,450	1.71%	145,731
Risk Management	1,733,310	2,219,012	2,597,020	378,008	17.03%	2,612,691
DEPARTMENT TOTALS	\$ 2,597,081	\$ 3,153,820	\$ 3,602,286	\$ 448,466	14.22%	\$ 3,637,760

Human Resources (1710/1720)

Mission:

The Human Resources Department provides excellence in human resources leadership in support of the departments and employees in Tamarac. Our primary mission is to support the City in delivering excellent services to our community by recruiting, hiring, training, and retaining the best workforce in the region.

Program Description:

The major services provided by the Department include: recruitment and selection, job classification and pay, benefits design, negotiation and administration, safety and risk management, staff training and development, policy development and implementation, labor and employee relations, contract development, and management assistance on all human resource related issues. The Department ensures that the City is in compliance with local, State and Federal laws.

Goals & Objectives:

The Department's goals include the recruitment and retention of qualified City employees to fill the number and variety of positions required to provide services to residents and to provide the necessary technical, supervisory and management development training to City employees. Another important goal for the Department is assisting the workforce to fine-tune their performance goals to better match Citywide goals in order to maintain a high level of service with reduced staffing.

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Regular employees hired who have successfully completed their initial probationary period	95%	95%	95%	95%
Individuals who rate their training program as satisfactorily meeting their objectives	96%	99%	96%	96%
Employees and/or labor issues resolved prior to arbitration, administrative agency review, or litigation	95%	95%	95%	95%

Human Resources (1710/1720)

Financial Summary ~ Division Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 713,747	\$ 757,158	\$ 774,826	\$ 17,668	2.33%	\$ 794,769
Operating Expenditures	150,024	177,650	230,440	52,790	29.72%	230,300
TOTALS	\$ 863,771	\$ 934,808	\$ 1,005,266	\$ 70,458	7.54%	\$ 1,025,069

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Director of Human Resources	1			1
Human Resources Analyst	1			1
Training Specialist	1			1
Benefits Specialist	1			1
Administrative Coordinator	1			1
HR Support Specialist II	1			1
HR Support Specialist I	1			1
Total Personnel Complement	7	0	0	7

Major Variances FY 2012:

Personal Services

Allowance for salary adjustments related to performance appraisals.

Operating Expenditures

Increase due to the transfer of the Legal Services budget related to contract negotiations from the City Attorney's Office +\$80,000

Decrease in unemployment claims -\$10,000

Decrease in citywide training expenses due to more training being conducted in-house -\$5,000

Increase in background checks due to enhanced requirements +\$10,000

Decrease in capital outlay due to a one time expense in FY 2011 -\$4,000

Major Variances FY 2013:

Increases in personal services planned for salary and insurance adjustments and minor adjustments in operating line items.

Risk Management (8401)

Mission:

To protect the physical, financial, and personnel assets of the City of Tamarac through the identification and analysis of risk, the implementation of loss control programs, and the selection of risk transfer and financing

Program Description:

The Division administers the City's Insurance programs covering property, liability, and workers' compensation. The Division also administers the City's safety programs and ensures that the City is in compliance with local, state, and federal laws. The major services provided by the Division include: insurance coverage acquisition, contract review, safety program development, employee training and education, claims management, and minimizing loss potentials by advising user groups on risk identification, evaluation, and control.

Goals & Objectives:

In support of goal #2, Strong Economy in a Healthy Environment, the Division will continue to refine assertive claims handling and premium negotiation strategies to reduce claim costs and maintain adequate and cost effective insurance coverage for the City. In support of Goal #3, Dynamic Organizational Culture, the Division will provide support to employees and their managers to find cost effective solutions to workforce issues, gain technical skills, and strive for a safe workplace. In support of Goal #5, A Safe and Vibrant Community, the Division will provide support services to Departments to design and maintain safe and attractive events and communities while protecting the City's assets.

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Reduce the Number of Incidents per 100,000 miles driven	2.1	3.3	3.0	2.9
Reduce the Workers' Compensation Incident Rate per \$100,000 of payroll	0.24	0.27	0.26	0.25
Maintain or reduce the Workers' Compensation case average cost per incident	\$5,901	\$4,750	\$4,500	\$4,250
Workers' Compensation Experience Modifier	0.87	0.90	0.92	0.90

Risk Management (8401)

Financial Summary ~ Division Revenues						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Insurance Service Fees	\$ 2,152,480	\$ 1,233,250	\$ 867,616	\$ (365,634)	-29.65%	\$ 893,650
Workers' Comp Fees	-	267,859	355,000	87,141	32.53%	365,650
Interest Earnings	35,538	90,000	50,000	(40,000)	-44.44%	50,000
Miscellaneous Revenues	5,429	15,000	15,000	-	0.00%	15,000
Appropriated Fund Balance	-	612,903	1,309,404	696,501	113.64%	1,288,391
TOTALS	\$ 2,193,447	\$ 2,219,012	\$ 2,597,020	\$ 378,008	17.03%	\$ 2,612,691

Financial Summary ~ Division Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 350,003	\$ 369,398	\$ 369,224	\$ (174)	-0.05%	383,465
Operating Expenditures	1,218,717	1,756,484	2,132,422	375,938	21.40%	2,133,852
Transfer out to General Fund	164,590	93,130	95,374	2,244	2.41%	95,374
TOTALS	\$ 1,733,310	\$ 2,219,012	\$ 2,597,020	\$ 378,008	17.03%	\$ 2,612,691

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Risk and Safety Manager	1			1
Safety Specialist	1			1
HR Technician	1			1
Total Personnel Complement	3	0	0	3

Major Variances FY 2012:

Personal Services

Allowance for salary adjustments related to performance appraisals.

Operating Expenditures

Decrease premiums for property/liability -\$30,000

Increase premiums for Workers' Comp +\$60,000

Decrease in funding for property claims based on history -\$40,000

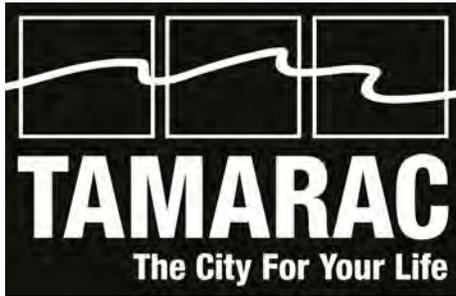
Increase in funding for Workers' Comp claims +\$150,000

Increase in funding for general liability claims -\$15,000

Additional funding for a contingency for unforeseen circumstances +\$250,000

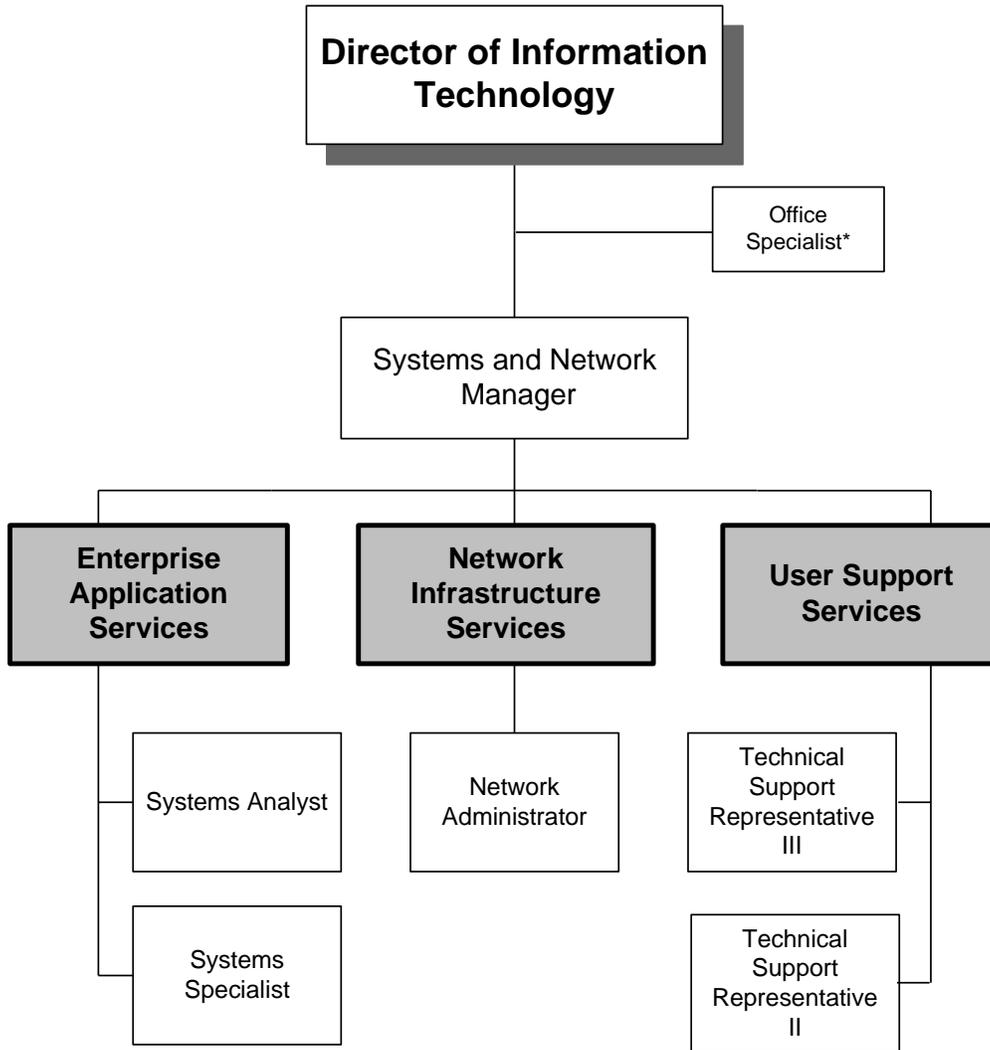
Major Variances FY 2013:

Increases in personal services planned for salary and insurance adjustments and minor adjustments in operating line items.

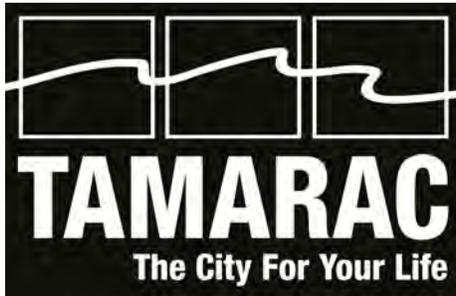


Information Technology Department

7.5 Full Time (7.5 FTE)



**This position is split with the Utilities Department and funded accordingly*



Information Technology Departmental Financial Summary

Financial Summary ~ Department Revenues						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Telecommunications Tower	\$ 634,001	\$ 662,000	\$ 674,000	\$ 12,000	1.81%	\$ 674,000
DEPARTMENT TOTALS	\$ 634,001	\$ 662,000	\$ 674,000	\$ 12,000	1.81%	\$ 674,000

Financial Summary ~ Category Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 773,249	\$ 832,832	\$ 868,332	\$ 35,500	4.26%	\$ 906,022
Operating Expenditures	265,522	466,001	659,700	193,699	41.57%	672,272
Capital Outlay	28,581	-	69,100	69,100	100.00%	68,000
DEPARTMENT TOTALS	\$ 1,067,352	\$ 1,298,833	\$ 1,597,132	\$ 298,299	22.97%	\$ 1,646,294

Financial Summary ~ Program Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
IT Operations	\$ 1,067,352	\$ 1,298,833	\$ 1,597,132	\$ 298,299	22.97%	\$ 1,646,294
DEPARTMENT TOTALS	\$ 1,067,352	\$ 1,298,833	\$ 1,597,132	\$ 298,299	22.97%	\$ 1,646,294

Information Technology (8100)

Mission:

To provide high quality technology services to City Departments, in the delivery of government services to the public.

Program Description:

The Information Technology Department (IT) works with all City Departments in an effort to make effective use of technology, to provide users with service and support and to ensure the availability and reliability of computer systems. IT maintains a robust enterprise network and telephone system, as well as the underlying infrastructure consisting of a high speed fiber optic network, wireless communications, and server-class computer systems that enable the City to provide high quality services to our customers. Disaster recovery planning and provision for business continuity are part of the IT Department's responsibilities along with on-going technology training services.

Goals & Objectives:

The City of Tamarac is committed to utilizing technology to automate the delivery of services and information and to provide up to date information to the community in support of Goal #2, Strong Economy in a Healthy Environment, and Goal #4, Clear Communication, of the City's Strategic Plan. It is crucial that computer systems and software operate reliably and without interruption to enable City Departments to consistently provide customers with excellent service.

The Information Technology Department strives to provide City staff with the appropriate technological tools to deliver the best possible services to citizens. As the system replacement cycles get extended, IT will endeavor to maintain its technology at optimal status to minimize service interruptions and downtime.

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Average time to completion of IT HelpDesk requests (in hours)	38.60	15	< 30	< 30
Backup Success Rate	86%	89%	> 95%	> 95%
Percentage of time systems available during regular working hours	99%	99%	100%	100%
Customer satisfaction (IT Surveys)	99%	99%	> 95%	> 95%

Information Technology (8100)

Financial Summary ~ Division Revenues						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Telecommunications Tower	\$ 634,001	\$ 662,000	\$ 674,000	\$ 12,000	1.81%	\$ 674,000
TOTALS	\$ 634,001	\$ 662,000	\$ 674,000	\$ 12,000	1.81%	\$ 674,000

Financial Summary ~ Division Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 773,249	\$ 832,832	\$ 868,332	\$ 35,500	4.26%	\$ 906,022
Operating Expenditures	265,522	466,001	659,700	193,699	41.57%	672,272
Capital Outlay/Other	28,581	-	69,100	69,100	100.00%	68,000
TOTALS	\$ 1,067,352	\$ 1,298,833	\$ 1,597,132	\$ 298,299	22.97%	\$ 1,646,294

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Director of Information Technology	1			1
Systems and Network Manager	1			1
Network Administrator	1			1
Systems Analyst	1			1
Systems Specialist	1			1
Technical Support Representative III	1			1
Technical Support Representative II	1			1
Office Specialist	0.5			0.5
Total Personnel Complement	7.5	0	0	7.5

Major Variances FY 2012:

Personal Services

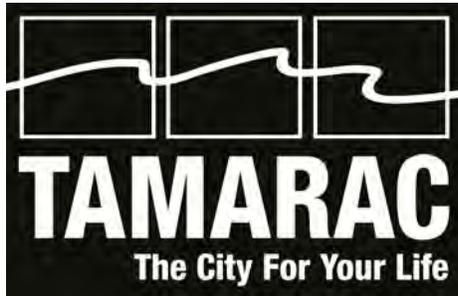
- Allowance for salary adjustments related to performance appraisals.
- Increase for 50% of the Office Specialist position expenses shared with Utilities Engineering

Operating Expenditures

- Funding for the redesign of the City's website +\$50,000
- Funding for the telephone system upgrade +\$79,000
- Increase funding for training and travel related expenses +\$7,080
- Increase funding for office equipment for citywide UPS batteries +\$3,000
- Decrease in funding due to the Cisco Maintenance Agreement -\$40,000
- Increase in funding due to the IVR software maintenance +\$18,570
- Increase in funding due to the alchemy software maintenance +\$4,500
- Increase funding for PMEDS upgrade +\$7,000
- Funding for computer lease payment +\$60,000
- Funding for citywide projector replacements +\$10,500

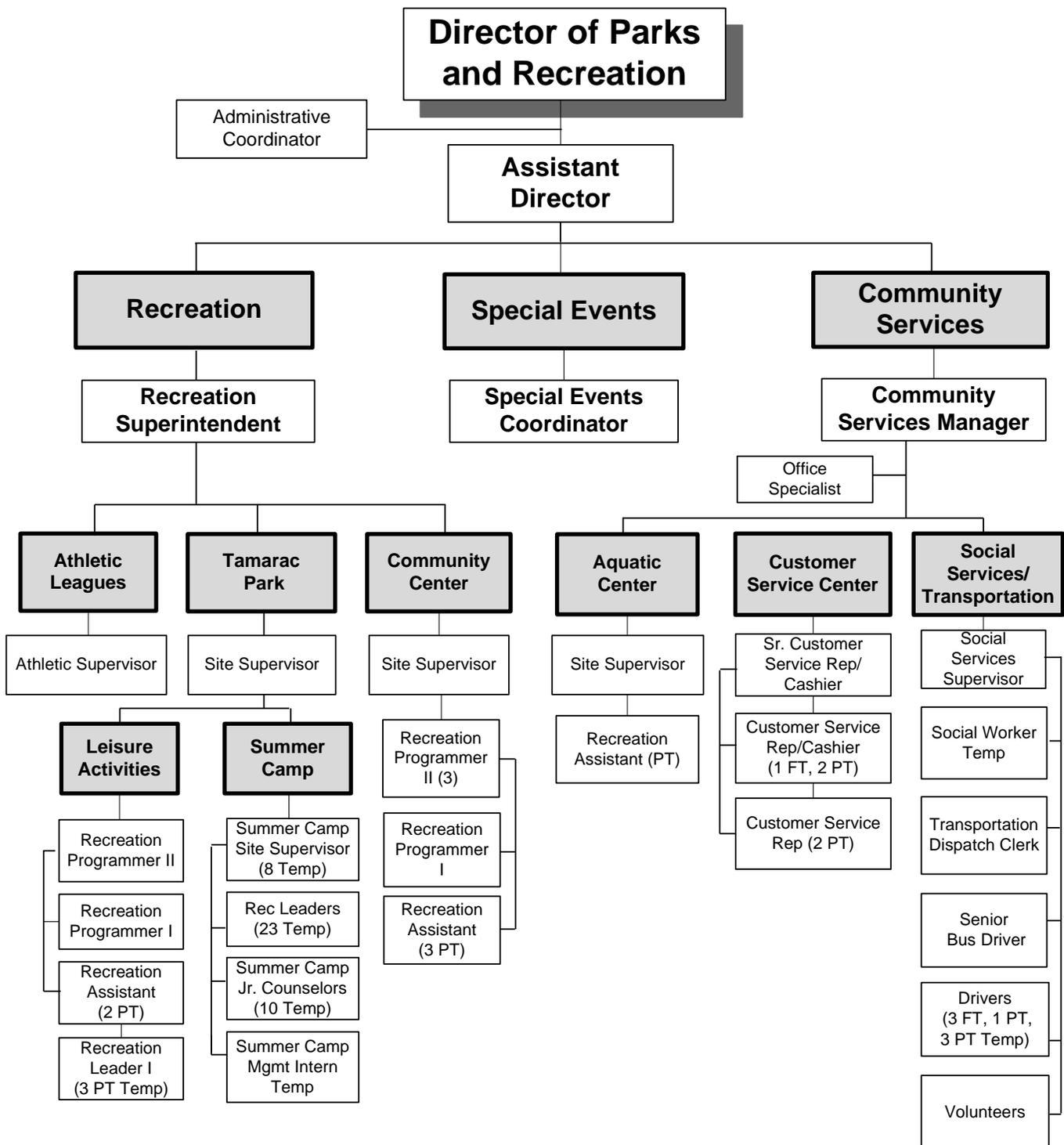
Major Variances FY 2013:

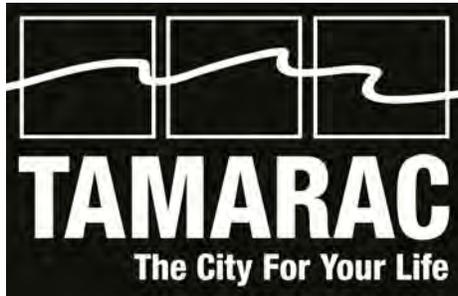
- Increases in personal services planned for salary and insurance adjustments and minor adjustments in operating line items.
- Increase in funding for computer lease payment +\$7,000
- Increase in software maintenance and licensing +\$90,000
- Decrease in one time capital outlay and equipment purchases in FY 2012



Parks and Recreation Department

25 Full Time, 11 Part Time, 49 Temporary (46.8 FTE)





Parks and Recreation Departmental Financial Summary

Financial Summary ~ Department Revenues						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
After-School Program	\$ 4,770	\$ 51,000	\$ 33,000	\$ (18,000)	-35.29%	\$ 33,000
Summer Camp Fees	182,543	180,000	191,600	(18,000)	-35.29%	195,000
Activity Fees	36,068	30,000	36,000	6,000	20.00%	37,000
Youth Activity Fees	17,400	8,000	15,000	7,000	87.50%	15,000
Adult Trip Fees	8,818	20,000	14,000	(6,000)	-30.00%	14,000
Youth Basketball League	-	-	28,000	28,000	100.00%	28,000
Fitness Activity Fees	90,126	100,000	100,000	-	0.00%	100,000
Instructional Class Fees	119,409	95,000	120,000	25,000	26.32%	124,800
Senior Program Fees	20,890	19,000	20,000	1,000	5.26%	21,000
Youth Soccer League	-	-	-	-	0.00%	40,000
Donations	2,500	-	-	-	0.00%	-
Sponsorship Fees	11,833	10,000	1,000	(9,000)	-90.00%	1,000
Non-Resident Fees	6,650	5,900	5,000	(900)	-15.25%	5,000
Recreation Spec. Events	2,737	3,500	1,000	(2,500)	-71.43%	1,000
Turkey Trot 5K Race	35,000	35,000	36,000	1,000	2.86%	37,080
Facility Rentals	48,100	40,000	35,000	(5,000)	-12.50%	35,000
Shelter Rentals	14,485	15,500	15,500	-	-	15,500
Aquatic Admission Fees	54,349	50,000	50,000	-	0.00%	50,000
Aquatic Program Fees	24,597	15,000	24,000	9,000	60.00%	24,000
Aquatic Concess. Sales	9,971	17,500	6,000	(11,500)	-65.71%	6,000
Rentals/Aquatic Facility	6,263	9,000	6,500	(2,500)	-27.78%	6,500
Mass Transit/Broward	30,413	85,600	95,015	9,415	11.00%	95,015
Bus Service Fee	7,314	6,500	13,000	6,500	100.00%	13,000
Soc Serv Transport Fee	13,418	18,000	13,750	(4,250)	-23.61%	13,750
DEPARTMENT TOTALS	\$ 747,654	\$ 814,500	\$ 859,365	\$ 15,265	1.87%	\$ 910,645

Financial Summary ~ Category Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 2,580,125	\$ 2,472,199	\$ 2,542,423	\$ 70,224	2.84%	\$ 2,627,688
Operating Expenditures	1,244,085	1,258,755	1,438,585	179,830	14.29%	1,346,405
Capital Outlay	8,302	3,475	74,120	70,645	2032.95%	27,350
DEPARTMENT TOTALS	\$ 3,832,512	\$ 3,734,429	\$ 4,055,128	\$ 320,699	8.59%	\$ 4,001,443

Financial Summary ~ Program Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Administration	\$ 2,590,484	\$ 2,430,400	\$ 2,836,250	\$ 405,850	16.70%	\$ 2,776,281
Aquatics	651,358	697,588	627,931	(69,657)	-9.99%	621,315
Social Services	155,963	170,481	176,916	6,435	3.77%	179,163
Transportation	434,707	435,960	414,031	(21,929)	-5.03%	424,684
DEPARTMENT TOTALS	\$ 3,832,512	\$ 3,734,429	\$ 4,055,128	\$ 320,699	8.59%	\$ 4,001,443

Recreation (7010)

Mission:

To provide safe, fun and lifelong leisure activities to enhance quality of life with diverse programs and facilities for the residents of Tamarac to meet their cultural, social, physical wellness, and recreation needs.

Program Description:

The Recreation Division provides a variety of programs, events and services designed to make a difference and improve the quality of life by providing fitness and wellness activities, athletic programs, youth and teen classes, educational sessions, summer camp, special events, and cultural activities.

Goals & Objectives:

In support of Goal #1, Inclusive Community, the Division will provide diverse programs and community outreach programs that meet the needs of an increasingly diverse community to include youth, families, and seniors. In addition, the Division will increase partnerships that will allow us to expand recreation and special event programming. In support of Goal #2, Strong Economy in a Healthy Environment, the Division will identify and secure alternative funding sources to maintain excellent services by partnering with local businesses, regional and national organizations to obtain sponsorships and grants. In support of Goal # 4, Clear Communication, the Division will increase awareness and encourage participation of programs and services by enhancing visibility through recognition and promotional materials. In addition, the Division will continue to improve their services by conducting ongoing surveys, comment cards, community meetings and outreach programs.

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
In-kind and dollar value of partnerships and sponsorships achieved	\$16,395	\$8,000	\$10,000	\$11,000
Percentage of attendance towards participant capacity	63%	75%	78%	80%
Customer Service Transactional Surveys % of customers rating service as needs to meets expectations	93%	96%	97%	98%
% of time active space in use (ball fields, meeting rooms)	53%	60%	63%	65%

Recreation (7010)

Financial Summary ~ Division Revenues						
	FY 2010	FY 2011	FY 2012	Dollar	Percent	FY 2013
	Actual	Budget	Adopted	Change	Change	Planned
After-School Program	\$ 4,770	\$ 51,000	\$ 33,000	\$ (18,000)	-35.29%	\$ 33,000
Summer Camp Fees	182,543	180,000	191,600	11,600	6.44%	195,000
Activity Fees	36,068	30,000	36,000	6,000	20.00%	37,000
Youth Activity Fees	17,400	8,000	15,000	7,000	87.50%	15,000
Adult Trip Fees	8,818	20,000	14,000	(6,000)	-30.00%	14,000
Youth Basketball League	-	-	28,000	28,000	0.00%	28,000
Fitness Activity Fees	90,126	100,000	100,000	-	0.00%	100,000
Instructional Class Fees	119,409	95,000	120,000	25,000	26.32%	124,800
Senior Program Fees	20,890	19,000	20,000	1,000	5.26%	21,000
Youth Soccer League	-	-	-	-	0.00%	40,000
Donations	2,500	-	-	-	0.00%	-
Sponsorship Fees	11,833	10,000	1,000	(9,000)	-90.00%	1,000
Non-Resident Fees	6,650	5,900	5,000	(900)	-15.25%	5,000
Recreation Spec. Events	2,737	3,500	1,000	(2,500)	-71.43%	1,000
Turkey Trot 5K Race	35,000	35,000	36,000	1,000	2.86%	37,080
Facility Rentals	48,100	40,000	35,000	(5,000)	-12.50%	35,000
Shelter Rentals	14,485	15,500	15,500	-	0.00%	15,500
TOTALS	\$ 601,329	\$ 612,900	\$ 651,100	\$ 38,200	6.23%	\$ 702,380

Financial Summary ~ Division Expenditures						
	FY 2010	FY 2011	FY 2012	Dollar	Percent	FY 2013
	Actual	Budget	Adopted	Change	Change	Planned
Personal Services	\$ 1,963,386	\$ 1,826,770	\$ 1,909,595	\$ 82,825	4.53%	\$ 1,974,776
Operating Expenditures	618,796	600,155	859,135	258,980	43.15%	779,755
Capital Outlay	8,302	3,475	67,520	64,045	1843.02%	21,750
TOTALS	\$ 2,590,484	\$ 2,430,400	\$ 2,836,250	\$ 405,850	16.70%	\$ 2,776,281

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Director of Parks & Recreation	1			1
Assistant Director of Parks & Recreation	1			1
Recreation Superintendent	1			1
Athletic Supervisor	1			1
Site Supervisor	2			2
Special Events Coordinator	1			1
Recreation Programmer I & II	6			6
Administrative Coordinator	1			1
Recreation Assistant		5		2.5
Community Services Manager	1			1
Senior Customer Service Rep/Cashier	1			1
Customer Service Representative/Cashier	1	2		2
Customer Service Representative		2		1
Seasonal Employees:				
Summer Camp Site Supervisor			8	2.7
Summer Camp Recreation Leader I & II			26	8.7
Summer Camp Junior Counselor			10	3.3
Summer Camp Management Intern			1	0.3
Total Personnel Complement	17	9	45	36.5

Major Variances FY 2012:

Personal Services

Funding for a New Athletic Supervisor position (Athletic Leagues Program Modification) with associated benefits
Funding for temporary salaries for game officiants for the leagues

Operating Expenditures

Funding for police security/detail services and electricity transferred from Aquatics Division for correct accounting purposes
Funding for an additional instructor for a new Spinning Class +\$16,000
Funding for a Tai Chi Meditation class instructor and a Heart Healthy class instructor +\$5,200
Increase funding for background checks +\$1,500
Funding for minor equipment and spinning bikes +\$32,900
Increase funding for Summer Camp, Fast Track Kids, and the Turkey Trot program +\$12,500
Decrease funding for Adult Trips and Holiday Lighting Ceremony -\$12,500
Funding for new Athletic League Program +\$64,200

Major Variances FY 2013:

Increases in personal services planned for salary and insurance adjustments
Decreases in operating and capital outlay due to one time equipment or maintenance expenditures in FY 2012 -\$75,000

Aquatics (7030)

Mission:

To provide safe, fun, and lifelong leisure activities to enhance quality of life with diverse programs and facilities for the residents of Tamarac to meet their cultural, social, physical wellness and recreation needs.

Program Description:

The Aquatics Center features a 25 meter x 25 yard heated pool with zero depth entry, a large waterslide, a children's area which includes a sprayground, three small waterslides and water animals, a pavilion that accommodates up to 75 people and a concession stand. The Wellness aspect of the Center includes a 3,000 square foot state of the art Fitness Center with treadmills, cross trainers, stationary bikes, weight machines, and free weights. The facility offers swim lessons, water aerobic classes, and personal training sessions.

Goals & Objectives:

In support of Goal #1, Inclusive Community, the Division will provide aquatic and fitness programs for all ages and seek partnerships to encompass the increasingly diverse population of the City. In support of Goal #2, Strong Economy in a Healthy Environment, the Division will seek additional revenue producing programs and activities. In support of Goal # 4, Clear Communication, the Division will increase awareness and encourage participation of programs and services by enhancing visibility through recognition and promotional materials. In addition, the Division will continue to improve their services by conducting ongoing surveys, comment cards, community meetings and outreach programs.

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Number of swim lesson participants during the year	935	850	850	850
Percentage of attendance towards participant capacity	88%	75%	78%	80%
Customer Service Transactional Surveys (% of customers rating service as needs to meets expectations)	91%	96%	97%	98%

Aquatics (7030)

Financial Summary ~ Division Revenues						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Aquatic Admission Fees	\$ 54,349	\$ 50,000	\$ 50,000	\$ -	0.00%	\$ 50,000
Aquatic Program Fees	24,597	15,000	24,000	9,000	60.00%	24,000
Aquatic Concess. Sales	9,971	17,500	6,000	(11,500)	-65.71%	6,000
Rentals/Aquatic Facility	6,263	9,000	6,500	(2,500)	-27.78%	6,500
TOTALS	\$ 95,180	\$ 91,500	\$ 86,500	\$ (5,000)	-5.46%	\$ 86,500

Financial Summary ~ Division Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 93,614	\$ 119,938	\$ 119,781	\$ (157)	-0.13%	\$ 124,665
Operating Expenditures	557,744	577,650	501,550	(76,100)	-13.17%	491,050
Capital Outlay	-	-	6,600	6,600	0.00%	5,600
TOTALS	\$ 651,358	\$ 697,588	\$ 627,931	\$ (69,657)	-9.99%	\$ 621,315

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Site Supervisor	1			1
Recreation Assistant		1		0.5
Total Personnel Complement	1	1	0	1.5

Major Variances FY 2012:

Personal Services

No major variances

Operating Expenditures

Decrease funding for police security/detail services; transferred to Recreation Division for correct accounting -\$48,680

Decrease funding for electricity; transferred to Recreation Division for correct accounting -\$53,000

Funding for acoustic tiles for fitness room +\$1,500

Increase funding for minor equipment for chaise lounge chairs +\$12,250

Major Variances FY 2013:

Increases in personal services planned for salary and insurance adjustments and minor adjustments in operating line items.

Social Services (7040)

Mission:

The Division of Social Services seeks to enhance the quality of life for Tamarac residents through the provision of community-based support services that are committed to making a difference in the lives of individuals, families, and our community as a whole.

Program Description:

The Division of Social Services provides a full range of quality support services for our customers including information and referral, outreach, preventative health and wellness activities, community education, social interaction opportunities, therapeutic counseling, and financial assistance designed to achieve results. The use of partnerships is an integral part of support for programming of social services activities and programs.

Goals & Objectives:

In support of Goal #1, Inclusive Community, the Division will provide programs and services that meet the needs of an increasingly diverse community including seniors, adults, youth, and families. Additionally, we will enhance community partnerships to expand health, wellness, referral services and educational events. In support of Goal #4, Clear Communication, the Division will ensure that informational materials for programs and services will be available in English and Spanish to meet the needs of Tamarac's increasingly diverse community. In addition, we will strive to enhance visibility and encourage citizen participation by offering additional volunteer opportunities and by utilizing surveys, comment cards and outreach programs to identify needs, opportunities, and priorities for Tamarac residents.

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Number of volunteer hours	8,542	8,500	8,600	8,700
Number of clients receiving referrals and/or services	122	130	135	140
Customer Service Transactional Surveys (% of customers rating services as meets or exceed expectations)	98%	99%	99%	99%

Social Services (7040)

Financial Summary ~ Division Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 146,039	\$ 155,881	\$ 162,816	\$ 6,935	4.45%	\$ 165,033
Operating Expenditures	9,924	14,600	14,100	(500)	-3.42%	14,130
TOTALS	\$ 155,963	\$ 170,481	\$ 176,916	\$ 6,435	3.77%	\$ 179,163

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Social Services Supervisor	1			1
Office Specialist	1			1
Social Worker			1	0.3
Total Personnel Complement	2	0	1	2.3

Major Variances FY 2012:

Personal Services

No major variances

Operating Expenditures

Decrease in supplies for programming -\$500

Major Variances FY 2013:

Increases in personal services planned for salary and insurance adjustments and minor adjustments in operating line items.

Transportation (7050)

Mission:

The Transportation Division seeks to enhance the quality of life and provide independence for Tamarac residents through the provision of quality and reliable transportation programs and services.

Program Description:

The City of Tamarac has an integrated transportation program that includes three types of transportation available for residents: para-transit, transit, and shuttle. The para-transit program provides appointment based, door-to-door transportation to medical appointments, grocery shopping, banks, and pharmacies within the City of Tamarac for residents without a means of transportation. The Transportation Division also provides route-based transit service throughout the City of Tamarac and shuttle service to special events inside and outside of the City. The Transportation Division provides residents with transportation options to help improve their quality of life.

Goals & Objectives:

In support of Goal #1, Inclusive Community, the Transportation Division will provide services to internal and external customers by identifying customer needs and scheduling appointments within 4-5 days of the original request and providing prompt and friendly service. The Division also provides transportation assistance to City departments for programs and events. In further support of Goal #1, Inclusive Community, transit service was extended on the Red Route from three days per week, 9am-5pm, to five days per week from 7am-7pm. The extended hours provides transit service to many of Tamarac's working population, including those no longer serviced by Broward County. In support of Goal #4 Clear Communication, the Division will continue to improve their services by conducting ongoing surveys, encouraging the use of comment cards, and community outreach. Program and service information will continue to be communicated to customers via the Tamarac website, Tam-A-Gram, flyers, community meetings and outreach programs.

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Number of occupied seats per hour on the Broward County route-based transit system	7.6	8	8.25	8.5
Number of household members that use para-transit service on a yearly basis	255	260	265	270
Customer Service Transactional Survey (% of customers rating services as meet or exceed expectations)	90%	92%	94%	95%

Transportation (7050)

Financial Summary ~ Division Revenues						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Mass Transit/Broward	\$ 30,413	\$ 85,600	\$ 95,015	\$ 9,415	11.00%	\$ 95,015
Bus Service Fee	7,314	6,500	13,000	6,500	100.00%	13,000
Soc Serv Transport Fee	13,418	18,000	13,750	(4,250)	-23.61%	13,750
TOTALS	\$ 51,145	\$ 110,100	\$ 121,765	\$ 11,665	10.59%	\$ 121,765

Financial Summary ~ Division Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 377,086	\$ 369,610	\$ 350,231	\$ (19,379)	-5.24%	\$ 363,214
Operating Expenditures	57,621	66,350	63,800	(2,550)	-3.84%	61,470
TOTALS	\$ 434,707	\$ 435,960	\$ 414,031	\$ (21,929)	-5.03%	\$ 424,684

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Senior Bus Driver	1			1
Transportation Dispatch Clerk	1			1
Bus Driver	3	1	3	4.5
Total Personnel Complement	5	1	3	6.5

Major Variances FY 2012:

Personal Services

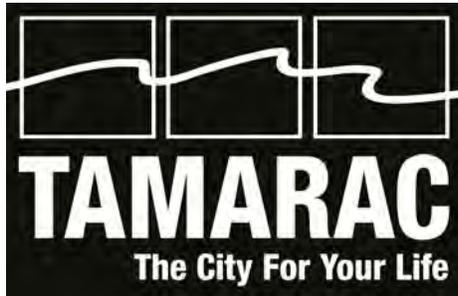
Addition of Three (3) P/T Temporary Bus Driver positions for the Red Route

Operating Expenditures

- Decrease automotive expenses for vehicles based on history -\$1,000
- Funding for three (3) radios for new Bus Drivers +\$2,400
- Increase in uniforms and protective clothing for Bus Drivers +\$750
- Decrease in the allocation for gasoline and diesel -\$4,500

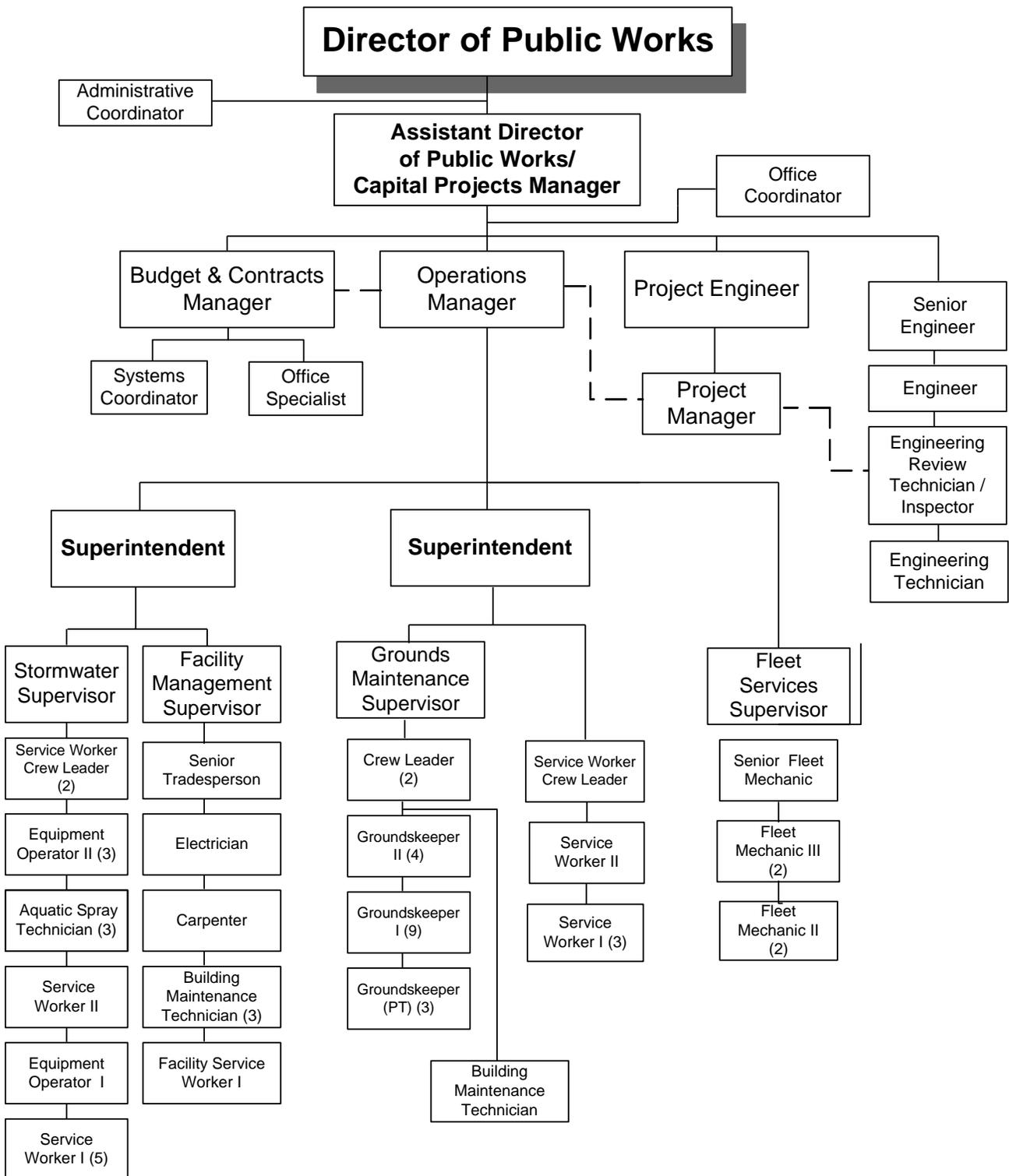
Major Variances FY 2013:

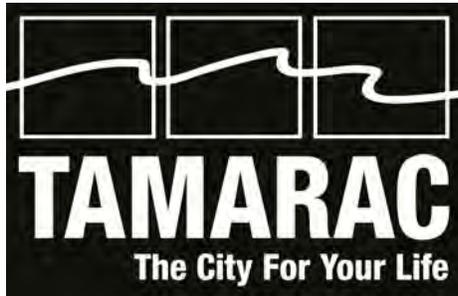
Increases in personal services planned for salary and insurance adjustments and minor adjustments in operating line items.



Public Works Department

68 Full Time, 3 Part Time (69.5 FTE)





Public Works Departmental Financial Summary

Financial Summary ~ Department Revenues						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Engineering Fees	\$ 101,053	\$ 100,000	\$ 50,000	\$ (50,000)	-50.00%	\$ 50,000
Recycling	342,836	353,800	-	(353,800)	-100.00%	-
Recycling Rebate	52,955	100,000	100,000	-	0.00%	100,000
Miscellaneous Revenues	25,107	-	-	-	0.00%	-
Interest Earnings	43,793	110,000	110,000	-	0.00%	110,000
Spec Assess/Impact Fees	4,799,600	4,953,790	5,102,400	148,610	3.00%	5,229,960
Disposition-Fixed Assets	60,026	-	-	-	0.00%	-
Appropriated Fund Balance	-	675,529	-	(885,114)	-131.03%	-
DEPARTMENT TOTALS	\$ 5,425,370	\$ 6,293,119	\$ 5,362,400	\$ (1,140,304)	-18.12%	\$ 5,489,960

Financial Summary ~ Category Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 5,453,425	\$ 5,248,935	\$ 5,392,667	\$ 143,732	2.74%	\$ 5,562,480
Operating Expenditures	4,993,680	5,054,013	5,171,612	117,599	2.33%	5,096,619
Capital Outlay	25,300	3,508,318	927,775	(2,580,543)	-73.55%	534,065
Debt Service	224,109	403,400	404,100	700	0.17%	399,400
Contingency/Other Uses	-	71,584	275,135	203,551	284.35%	682,349
DEPARTMENT TOTALS	\$ 10,696,514	\$ 14,286,250	\$ 12,171,289	\$ (2,114,961)	-14.80%	\$ 12,274,913

Financial Summary ~ Program Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Administration	\$ 393,265	\$ 418,821	\$ 388,826	\$ (29,995)	-7.16%	\$ 403,937
Engineering	389,186	300,628	277,303	(23,325)	-7.76%	286,534
Operations	690,941	678,332	674,236	(4,096)	-0.60%	697,729
Streets	1,231,332	1,204,708	1,352,332	147,624	12.25%	1,260,830
Recycling	235,395	285,000	149,000	(136,000)	-47.72%	151,000
Facility Management	1,225,112	1,226,859	1,403,457	176,598	14.39%	1,367,118
Fleet Management	622,740	860,256	662,274	(197,982)	-23.01%	682,639
Grounds Maintenance	1,882,380	2,015,594	2,051,461	35,867	1.78%	2,085,166
Stormwater Operations	4,026,163	5,394,052	4,737,400	(656,652)	-12.17%	4,939,960
Stormwater Capital	-	1,902,000	475,000	(1,427,000)	-75.03%	400,000
DEPARTMENT TOTALS	\$ 10,696,514	\$ 14,286,250	\$ 12,171,289	\$ (2,114,961)	-14.80%	\$ 12,274,913

Public Works/Administration (5001)

Mission:

To provide quality control for all Public Works activities with respect to cost efficiency and service delivery demands.

Program Description:

The Administration Division oversees all other Divisions of the Public Works Department including responsibility for budget allocation and quality control. The Administration Division provides planning, professional management, supervision and coordination of various public services to ensure a level of service consistent with the mission of the City of Tamarac.

Goals & Objectives:

In support of Goal #1, Inclusive Community, the Administration Division will seek to be the facilitator for the Public Works Department to assist with and enable the production of the best possible services for our internal customers, the residents, and visitors of the City of Tamarac. In support of Goal #3, Dynamic Organizational Culture, the Administration Division will further strive to create a positive and safe work environment for the employees of this Department.

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Percent of work orders/inspections completed on time (Department-wide)	100%	100%	95%	95%
Percent of all Public Works citizen requests addressed within specified time frames	100%	100%	100%	100%

Public Works/Administration (5001)

Financial Summary ~ Division Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 380,587	\$ 403,521	\$ 372,056	\$ (31,465)	-7.80%	\$ 387,217
Operating Expenditures	12,678	15,300	16,770	1,470	9.61%	16,720
TOTALS	\$ 393,265	\$ 418,821	\$ 388,826	\$ (29,995)	-7.16%	\$ 403,937

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Director of Public Works	1			1
Systems Coordinator	0.5			0.5
Administrative Coordinator	1			1
Total Personnel Complement	2.5	0	0	2.5

Major Variances FY 2012:

Personal Services

- Allowance for salary adjustments related to performance appraisals.
- Transfer of 50% of the Systems Coordinator position funding to the Stormwater Division

Operating Expenditures

No major variances

Major Variances FY 2013:

Increases in personal services planned for salary and insurance adjustments and minor adjustments in operating line items.

Engineering (5002)

Mission:

To develop and implement technical solutions for the City's civil needs, including, but not limited to, pedestrian, roadway and drainage needs. Additionally, the Engineering Division provides technical assistance and inspection services for development projects within the City of Tamarac.

Program Description:

The Engineering Division plans, designs, permits and inspects the construction of City capital projects. This Division also participates in the City's Development Review process through the review, permitting, and inspection of projects designed and constructed by private developers.

Goals & Objectives:

In support of Goal #1, Inclusive Community, the Engineering Division will seek to maintain a high level of customer service while providing technical assistance and inspection services to both internal and external customers. In support of Goal #5, Safe and Vibrant Community, this Division will provide an efficient and streamlined permit process for the development community, which includes providing required development documents on the City's web site. Additionally, this Division will maintain accurate infrastructure records, drawings, plats and right-of-way maps as well as an accurate Geographic Information System (GIS) as it relates to Public Works infrastructure for the use of other Departments and residents.

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Percent Engineering Inspections completed within 1 day	100%	100%	95%	95%
Percent of engineering permit applications reviewed within 10 days	100%	100%	100%	100%
Percent Development Review Committee Packages reviewed within 10 Days	100%	100%	100%	100%

Engineering (5002)

Financial Summary ~ Division Revenues						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Engineering Fees	\$ 101,053	\$ 100,000	\$ 50,000	\$ (50,000)	-50.00%	\$ 50,000
TOTALS	\$ 101,053	\$ 100,000	\$ 50,000	\$ (50,000)	-50.00%	\$ 50,000

Financial Summary ~ Division Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 380,118	\$ 272,738	\$ 250,028	\$ (22,710)	-8.33%	\$ 259,434
Operating Expenditures	9,068	27,890	27,275	(615)	-2.21%	27,100
TOTALS	\$ 389,186	\$ 300,628	\$ 277,303	\$ (23,325)	-7.76%	\$ 286,534

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Project Engineer	1			1
Engineer Review Technician	1			1
Office Coordinator*	0.5			0.5
Total Personnel Complement	2.5	0	0	2.5

Major Variances FY 2012:

Personal Services

Allowance for salary adjustments related to performance appraisals.

Transfer of 50% of the Office Coordinator position salary and related funding to the Stormwater Division

Operating Expenditures

No major variances

Major Variances FY 2013:

Increases in personal services planned for salary and insurance adjustments and minor adjustments in operating line items.

Operations (5005)

Mission:

To provide supervision and quality control for Public Works operational divisions and coordinate and manage capital improvement projects and activities as produced both internally and through outside contractors.

Program Description:

The Operations Division provides administration, supervision, and coordination of the Public Works Department daily activities, including maintenance and capital projects. The Operations Division also handles and responds regularly to inquiries from elected officials, City staff, and the public in order to ensure the highest possible level of service.

Goals & Objectives:

In support of Goal #2, Strong Economy in a Healthy Environment, the Operations Division will devote its efforts to ensuring timely, efficient, and cost-effective management of Citywide capital improvement projects. In support of Goal #3, Dynamic Organizational Culture, this Division will work interdepartmentally to coordinate projects and ensure that work is completed properly and with due consideration to budget and time limits. Additionally, this Division will supervise the daily operations of the various Public Works Operational Divisions to ensure that quality standards are met on a daily basis.

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Percent of employees (field workers) holding certificates above minimum required	30%	30%	30%	30%
Percent of total technical training hours provided by In-House training	15%	15%	15%	15%

Operations (5005)

Financial Summary ~ Division Expenditures						
	FY 2010	FY 2011	FY 2012	Dollar	Percent	FY 2013
	Actual	Budget	Adopted	Change	Change	Planned
Personal Services	\$ 638,673	\$ 614,382	\$ 606,011	\$ (8,371)	-1.36%	\$ 629,754
Operating Expenditures	52,268	63,950	68,225	4,275	6.68%	67,975
TOTALS	\$ 690,941	\$ 678,332	\$ 674,236	\$ (4,096)	-0.60%	\$ 697,729

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Assistant Director/Capital Projects Manager*	0.5			0.5
Operations Manager*	0.8			0.8
Public Works Superintendent	1			1
Public Works Superintendent*	0.4			0.4
Budget and Contracts Manager	1			1
Project Manager	1			1
Office Specialist	1			1
Total Personnel Complement	5.7	0.0	0.0	5.7

*Position split funded between General Fund, 001 and Stormwater Fund, 410.

Major Variances FY 2012:

Personal Services

- Allowance for salary adjustments related to performance appraisals.
- Transfer of Office Specialist position salary and related funding from the Fleet Division

Operating Expenditures

- Increase in funding for wireless phones and pagers for annual replacements +\$1,600
- Increase in funds for office supplies with a corresponding decrease in other divisions, to centralize function +\$1,800
- Increase in funds for supplies with a corresponding decrease in other divisions, to centralize function +\$1,000

Major Variances FY 2013:

- Increases in personal services planned for salary and insurance adjustments and minor adjustments in operating line items.

Streets (5020)

Mission:

To maintain the streets and traffic systems in a responsible manner and provide timely repairs as needed.

Program Description:

The Streets Division maintains and repairs all City-owned streets, public parking lots, street lights, sidewalks, guardrails, and street signs. This Division also handles new installation of stormwater pipe, catch basins, and manholes. In addition, the Division coordinates repair and maintenance of traffic control devices with the Broward County Traffic Engineering Division.

Goals & Objectives:

In support of Goal #5, Safe and Vibrant Community, the Streets Division will strive to ensure that streetlights are properly functioning through inspection, testing, and the timely repair of faulty streetlights to ensure the safety of all those driving through the City of Tamarac. In support of Goal #1, Inclusive Community, the Division will ensure City streets are properly maintained by timely repair of potholes, restoration of utility cuts, and assistance with minor drainage repairs and improvements as identified by the the Stormwater Master Plan.

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Percent Work Orders completed in 5 days or less	100%	100%	100%	100%
Percent Resident Complaints Resolved within 24 hours	100%	100%	100%	100%
Percent Street Lights in Service	99%	99%	100%	100%

Streets (5020)

Financial Summary ~ Division Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 405,430	\$ 319,308	\$ 314,982	\$ (4,326)	-1.35%	\$ 326,480
Operating Expenditures	820,841	878,900	1,009,350	130,450	14.84%	934,350
Capital Outlay	5,061	6,500	28,000	21,500	330.77%	-
TOTALS	\$ 1,231,332	\$ 1,204,708	\$ 1,352,332	\$ 147,624	12.25%	\$ 1,260,830

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Service Worker Crewleader	1			1
Service Worker II	1			1
Service Worker I	3			3
Total Personnel Complement	5	0	0	5

Major Variances FY 2012:

Personal Services

- Allowance for salary adjustments related to performance appraisals
- Reclassification of Service Worker I position to a Service Worker II position

Operating Expenditures

- Increase funds for Electricity Streets +\$60,000
- Decrease funds for asphalt paving -\$3,000
- Decrease funds for office supplies, first aid, and other miscellaneous expenditures -\$1,600

Capital Outlay

- Increase for one time capital outlay items +\$21,500

Major Variances FY 2013:

- Increases in personal services planned for salary and insurance adjustments
- Decrease in capital outlay due to one time purchases in FY 2012 -\$21,500

Recycling (5030)

Mission:

To promote recycling of certain solid waste materials to reduce landfill dependency, as well as maintain low disposal costs for residents.

Program Description:

The Recycling Division provides assistance to residents to meet or exceed the Florida State Statute on solid waste management. Collection compliance, inquiries, program development and educational campaigns are all services provided toward meeting that goal. The City has been a partner in the Broward County recycling plan and will continue its partnership efforts.

Goals & Objectives:

In support of Goal #2, Strong Economy in a Healthy Environment, the Recycling Division will strive to increase the recycling rate among residents, and increase amount of material recycled in City Facilities. In support of Goal #4, Clear Communication, the Division will enhance public education through direct mailings, advertisements, articles published in the Tam-A-Gram, and the production of materials to be distributed to schools and community groups. In support of Goal #5, Safe and Vibrant Community, this Division will serve as a liaison between members of the community, elected officials, City staff, and City contractors regarding issues of solid waste and recycling.

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Average Pounds Per capita recycling	110	115	122	128
Percent above (below) average pounds recycled per capita for similar sized Cities in Broward County (40,000 - 65,000)	38%	40%	44%	51%

Recycling (5030)

Financial Summary ~ Division Revenues						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Recycling	\$ 342,836	\$ 353,800	\$ -	\$ (353,800)	-100.00%	\$ -
Recycling Rebate	52,955	100,000	100,000	-	0.00%	100,000
TOTALS	\$ 395,791	\$ 453,800	\$ 100,000	\$ (353,800)	-77.96%	\$ 100,000

Financial Summary ~ Division Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Operating Expenditures	\$ 235,395	\$ 285,000	\$ 149,000	\$ (136,000)	-47.72%	\$ 151,000
TOTALS	\$ 235,395	\$ 285,000	\$ 149,000	\$ (136,000)	-47.72%	\$ 151,000

Major Variances FY 2012:

Operating Expenditures

Reduction in the cost of the recycling fees due to a change in the contract -\$136,000

Major Variances FY 2013:

Increases in personal services planned for salary and insurance adjustments and minor adjustments in operating line items.

Facility Management (5040)

Mission:

To maintain City buildings and facilities in an efficient and cost-effective manner which serves the needs of all end-users.

Program Description:

The Facilities Management Division is responsible for custodial services, minor construction and renovations, space planning, and building maintenance including electrical and air conditioning system maintenance. Services are provided in cooperation with all other City Departments, BSO, and numerous contractors and vendors.

Goals & Objectives:

In support of Goal #5, Safe and Vibrant Community, the Facilities Management Division will seek to ensure the cleanliness and maintenance of all City facilities with consideration to cost-effectiveness and timeliness and in accordance with the Facilities Maintenance Policy. The Division will also coordinate the replacement and maintenance HVAC and roofing systems for all City facilities. In support of Goal #3, Dynamic Organizational Culture, the Division will ensure satisfaction of internal customers, residents, and visitors by providing high level of customer service through prompt response to service requests and on-going preventive maintenance of City facilities.

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Work Orders completed within 48 hours or less	100%	99%	100%	100%
Percent of routine repairs completed within 5 working days	91%	100%	93%	93%

Facility Management (5040)

Financial Summary ~ Division Expenditures

	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 649,202	\$ 634,459	\$ 626,137	\$ (8,322)	-1.31%	\$ 648,518
Operating Expenditures	569,395	590,700	777,320	186,620	31.59%	718,600
Capital Outlay	6,515	1,700	-	(1,700)	-100.00%	-
TOTALS	\$ 1,225,112	\$ 1,226,859	\$ 1,403,457	\$ 176,598	14.39%	\$ 1,367,118

Personnel Complement

Position Title	Full Time	Part Time	Temp	FTE's
Facility Management Supervisor	1			1
Senior Tradesperson	1			1
Electrician	1			1
Carpenter	1			1
Building Maintenance Technician	3			3
Facilities Service Worker	1			1
Total Personnel Complement	8	0	0	8

Major Variances FY 2012:

Personal Services

Reduction in salaries due to retirement of a Building Maintenance Technician

Operating Expenditures

Increase in janitorial contract +\$4,300
 Increase in cost for electric service +\$5,500
 Increase in water and sewer charges for City facilities +\$8,000
 Increase in R & M for City facilities +\$164,800
 Increase in permit fees for City projects +\$2,000
 Increase in funding for supplies +\$9,700
 Decrease in various equipment and supply related line items -\$8,980

Capital Outlay

Decrease due to one time capital outlay expenses -\$1,700

Major Variances FY 2013:

Increases in personal services planned for salary and insurance adjustments and minor adjustments in operating line items.

Fleet Management (5080)

Mission:

To provide reliable transportation and functional equipment utilized by City Departments, minimizing down time and ensuring reliability and safety.

Program Description:

The Fleet Management Division is responsible for all repairs and maintenance of City vehicles, including Fire Rescue apparatus, small and heavy equipment, stormwater pump stations, fuel systems, and emergency generators. This Division is also responsible for recommending, when necessary, vehicle and equipment replacements based upon condition, mileage, maintenance costs, and serviceability.

Goals & Objectives:

In support of Goal #3, Dynamic Organizational Culture, the Fleet Division will ensure that all City vehicles and equipment are kept in service and in safe operation. In support of Goal #2, Strong Economy in a Healthy Environment, the Division will ensure efficient operation of vehicles and equipment through on-going preventive repair and maintenance, monitoring fuel consumption, and tracking mileage and equipment usage. Furthermore, the Division will control overall costs and ensure an adequate complement of vehicles and equipment by coordinating a comprehensive replacement program.

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Percent of total units (cars, light / medium / heavy trucks) in service	100%	100%	99%	99%
Percent of preventative maintenance services performed on schedule	100%	100%	99%	99%
Percent of total Technicians time billed to work orders per month	94%	94%	94%	94%
Percent of unscheduled repairs to total work orders	13%	11%	<15%	<15%
Percent of customers satisfied per fleet survey	91%	91%	90%	90%

Fleet Management (5080)

Financial Summary ~ Division Expenditures						
	FY 2010	FY 2011	FY 2012	Dollar	Percent	FY 2013
	Actual	Budget	Adopted	Change	Change	Planned
Personal Services	\$ 522,858	\$ 489,456	\$ 482,084	\$ (7,372)	-1.51%	\$ 500,349
Operating Expenditures	97,383	99,800	180,190	80,390	80.55%	182,290
Capital Outlay	2,499	271,000	-	(271,000)	-100.00%	-
TOTALS	\$ 622,740	\$ 860,256	\$ 662,274	\$ (197,982)	-23.01%	\$ 682,639

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Fleet Service Supervisor	1			1
Senior Fleet Mechanic	1			1
Fleet Mechanic III	2			2
Fleet Mechanic II	2			2
Total Personnel Complement	6	0	0	6

Major Variances FY 2012:

Personal Services

- Allowance for salary adjustments related to performance appraisals.
- Transfer out Office Coordinator position funding to the Operations Division

Operating Expenditures

- Decrease in office and first aid supplies - \$1,000
- Decrease in small equipment and minor tools -\$4,100
- Increase in miscellaneous supplies +\$5,700
- Increase in funding to support the contractual agreement to provide services for North Lauderdale Fire Department +\$75,000 (offsetting revenue)

Capital Outlay

- Decrease due to one time capital outlay expenses being funded from the Capital Equipment Fund -\$271,000

Major Variances FY 2013:

- Increases in personal services planned for salary and insurance adjustments and minor adjustments in operating line items.

Grounds Maintenance (5090)

Mission:

To maintain and enhance landscaping in public rights-of-way and medians; and to provide safe and functional recreational facilities by maintaining and enhancing grounds, playground equipment, and facilities in Tamarac City Parks.

Program Description:

The Grounds Maintenance Division preserves and maintains the safety and aesthetics of City-owned property, medians, trees, and irrigation systems. Key maintenance activities include, mowing, trimming, litter control, tending and prepping athletic fields. Areas maintained include City Facilities, medians, public rights-of-way, City Parks, and recreational facilities (Recreation Center, Multi-purpose Center, Caporella Aquatic Center, and Community Center). These maintenance services are provided in collaboration with other Public Works Divisions, City Departments, Governmental Agencies, private contractors and vendors.

Goals & Objectives:

In support of Goal #1 - Inclusive Community, the Division will maintain a variety of recreational areas for all ages to encompass the increasingly diverse population of the City. In support of Goal #2 - Strong Economy in a Healthy Environment, the Division will research and implement alternative cost-cutting maintenance and environmentally responsible practices. In support of Goal #5 - Safe and Vibrant Community, the Division will provide total maintenance of all City-owned property to ensure parks, recreational facilities, public rights-of-way, and other public areas remain safe and attractive.

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Work Orders completed within 48 hours or less	100%	100%	100%	100%
Percent of citizen complaints responded to within 24 hours	100%	100%	100%	100%
Percent of landscaping inspections completed within 24 hours	100%	100%	100%	100%

Grounds Maintenance (5090)

Financial Summary ~ Division Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 1,047,403	\$ 1,045,314	\$ 1,075,911	\$ 30,597	2.93%	\$ 1,113,916
Operating Expenditures	823,752	965,990	970,350	4,360	0.45%	971,250
Capital Outlay	11,225	4,290	5,200	910	21.21%	-
TOTALS	\$ 1,882,380	\$ 2,015,594	\$ 2,051,461	\$ 35,867	1.78%	\$ 2,085,166

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Landscape Supervisor	1			1
Building Maintenance Technician	1			1
Groundskeeper Crew Leader	2			2
Groundskeeper II	4			4
Groundskeeper I	9			9
Groundskeeper		3		1.5
Total Personnel Complement	17	3	0	18.5

Major Variances FY 2012:

Personal Services

Allowance for salary adjustments related to performance appraisals.

Operating Expenditures

Decrease in the lawn maintenance contract -\$50,000
 Decrease in R & M Machinery -\$1,600
 Funding for various irrigation repairs and maintenance +\$3,700
 Decrease in office supplies and first aid -\$800
 Increase in chemicals due to rising costs +\$800
 Increase to maintain right of ways +\$40,000
 Decrease in paint and photographic supplies -\$5,200
 Decrease in small equipment and minor tools -\$7,200
 Decrease in janitorial supplies -\$5,800
 Increase in other various supplies +\$10,400
 Increase in landscaping and irrigation supplies +\$6,000

Capital Outlay

Increase in one time capital outlay items +\$910

Major Variances FY 2013:

Increases in personal services planned for salary and insurance adjustments and minor adjustments in operating line items
 Decrease in one time capital outlay items -\$5,200

Stormwater Engineering and Operations (5050)

Mission:

To protect the City of Tamarac against flooding by establishing and maintaining efficient stormwater collection, routing, and pumping systems and to enhance the aesthetic appeal of the City's waterways by keeping them free of debris and excessive aquatic vegetation. To manage the City's stormwater collection system in accordance with our National Pollutant Discharge Elimination System permit.

Program Description:

The Stormwater Divisions are responsible for treating canals for aquatic plants, debris removal, cleaning and repairing drainage structures and pipes, and construction of minor drainage infrastructure. This Division is also responsible for evaluating the capacity of existing stormwater systems, production and periodic updating of accurate stormwater plans, the design of in-house drainage improvement projects, and the administration of contracts for stormwater-related capital projects.

Goals & Objectives:

In support of Goal #5, Safe and Vibrant Community, the Stormwater Division will maintain the appearance of City's canals and waterways by removing debris and managing aquatic plant growth. The Division will also clean and maintain catch basins and drainage pipes to prevent flooding during major rain events. The Division will work with consultants to prepare the Master Stormwater Plan and subsequent implementation of improvements. In support of Goal #3, Dynamic Organizational Culture, the Division will ensure satisfaction of internal customers, residents, and visitors by providing high level of customer service through prompt response to service requests and on-going preventive maintenance of drainage systems.

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Percent Work Orders completed in 48 hours or less	100%	100%	100%	100%
Percent of citizen requests addressed within 24 hours	100%	100%	100%	100%
Percent of City catch basins cleaned annually (annual target 933 catch basins)	N/A	130%	100%	100%
Percent of drain pipe cleaned annually (annual target 85,550 linear feet)	137%	130%	100%	100%
Percent of waterways treated for aquatic weeds annually (annual target 2254 Acres)	N/A	140%	100%	100%

Stormwater Engineering and Operations (5050)

Financial Summary ~ Division Revenues						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Miscellaneous Revenues	\$ 25,107	\$ -	\$ -	\$ -	0.00%	\$ -
Interest Earnings	43,793	110,000	110,000	-	0.00%	110,000
Spec Assess/Impact Fees	4,799,600	4,953,790	5,102,400	148,610	3.00%	5,229,960
Disposition-Fixed Assets	60,026	-	-	-	0.00%	-
Appropriated Fund Balance	-	885,114	-	(885,114)	-100.00%	-
TOTALS	\$ 4,928,526	\$ 5,948,904	\$ 5,212,400	\$ (736,504)	-12.38%	\$ 5,339,960

Financial Summary ~ Division Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 1,429,154	\$ 1,469,757	\$ 1,665,458	\$ 195,701	13.32%	\$ 1,696,812
Operating Expenditures	2,372,900	2,126,483	1,973,132	(153,351)	-7.21%	2,027,334
Capital Outlay	-	3,224,828	894,575	(2,330,253)	-72.26%	534,065
Debt Service	224,109	403,400	404,100	700	0.17%	399,400
Contingency/Other Uses	-	71,584	275,135	203,551	284.35%	682,349
TOTALS	\$ 4,026,163	\$ 7,296,052	\$ 5,212,400	\$(2,083,652)	-28.56%	\$ 5,339,960

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Assistant Director/Capital Projects Manager*	0.5			0.5
Operations Manager*	0.2			0.2
Public Works Superintendent*	0.6			0.6
Systems Coordinator*	0.5			0.5
Office Coordinator*	0.5			0.5
Stormwater Supervisor	1			1
Service Worker Crew Leader	2			2
Senior Engineer	1			1
Engineer	1			1
Engineering Technician	1			1
Equipment Operator II	3			3
Service Worker II	1			1
Aquatic Spray Technician	3			3
Equipment Operator I	1			1
Service Worker I	5			5
Total Personnel Complement	21.3	0	0	21.3

*Position split funded between General Fund 001 and Stormwater Fund 410

Major Variances FY 2012:

Personal Services

- Allowance for salary adjustments related to performance appraisals
- Transfer in of 50% of the Systems Coordinator and the Office Coordinator position funding.

Operating Expenditures

- Increase in electricity for pump stations +\$6,100
- Additional funding for R & M which was previously included in the CIP +\$225,000
- Additional funding for culverts +\$200,000
- Decrease for Payment in Lieu of Taxes to General Fund -\$83,000
- Increase in cost of chemicals and supplies +\$26,500
- Decreases in various supplies including first aid, software, computer, mapping and small equipment -\$20,600
- Decrease in transfers out for central services and insurance charges -\$144,000

Capital Outlay

- Increase in one time capital outlay items +\$403,575

Major Variances FY 2013:

- Increases in personal services planned for salary and insurance adjustments and minor adjustments in operating line items.
- Decrease in capital outlay due to one time purchases in FY 2012 -\$270,000

Stormwater Capital (411/5050)

Financial Summary ~ Division Revenues

	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Interfund Transfers	\$ -	\$ 1,902,000	\$ 475,000	\$ (1,427,000)	100.00%	\$ 400,000
TOTALS	\$ -	\$ 1,902,000	\$ 475,000	\$ (1,427,000)	100.00%	\$ 400,000

Financial Summary ~ Division Expenditures

	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Capital Outlay	-	1,902,000	475,000	(1,427,000)	-75.03%	400,000
TOTALS	\$ -	\$ 1,902,000	\$ 475,000	\$ (1,427,000)	-75.03%	\$ 400,000

Major Variances FY 2012:

Capital Outlay

Increases due to transfer of stormwater capital projects to Fund 411

Project: Curbing Installation - Southgate Blvd. (SW12A)	75,000
Project: Citywide Culvert & Headwall Improvements (SW12B)	400,000
Total	\$ 475,000

Major Variances FY 2013:

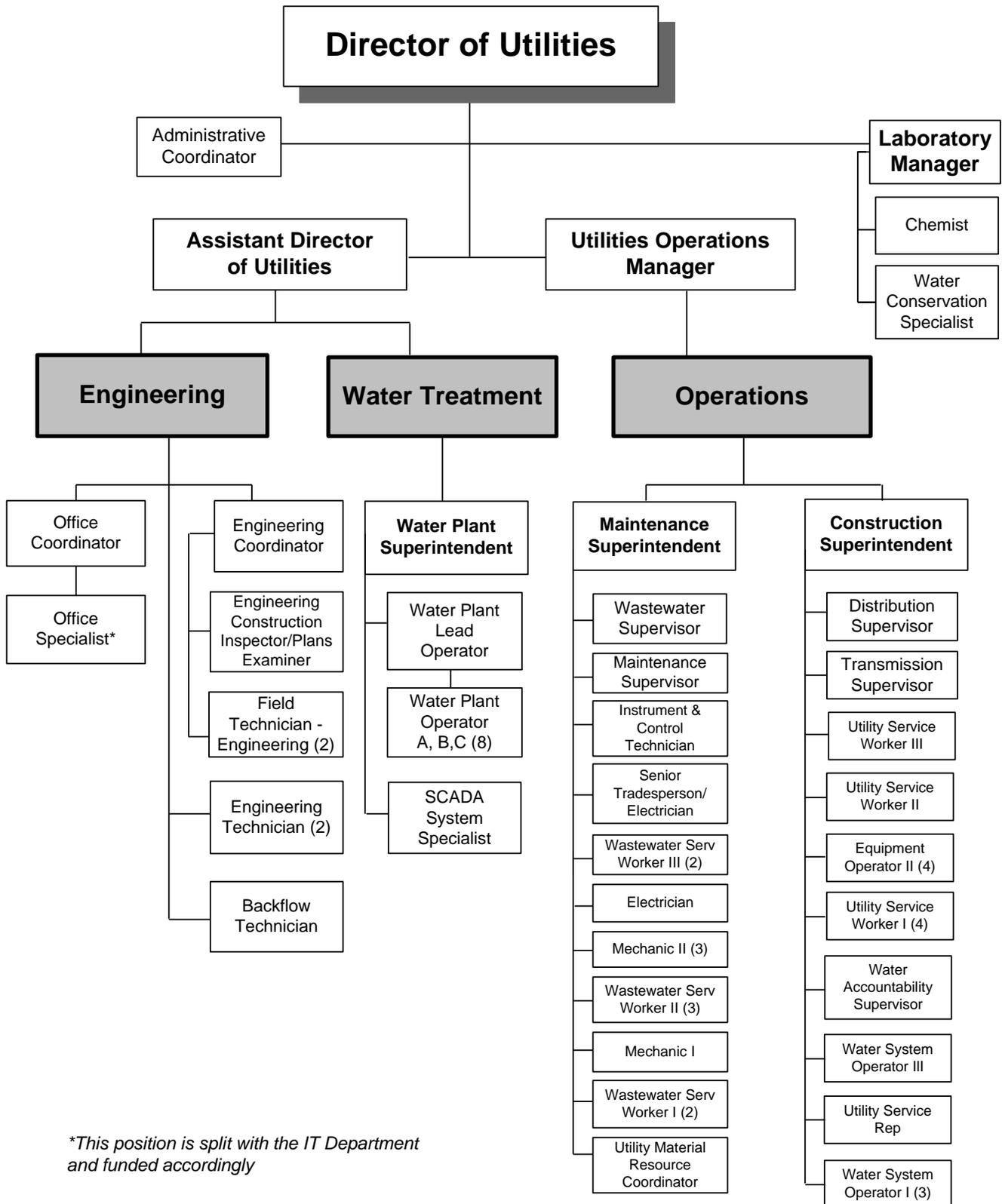
Capital Outlay

Increases due to transfer of stormwater capital projects to Fund 411

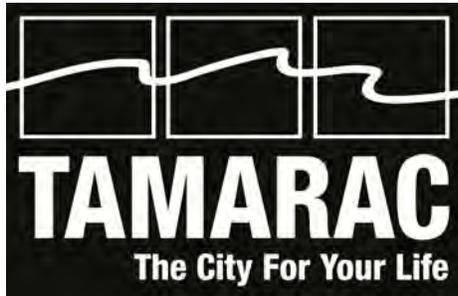
Project: Citywide Culvert & Headwall Improvements (SW13B)	400,000
Total	\$ 400,000

Utilities Department

63.5 Full Time (63.5 FTE)



**This position is split with the IT Department and funded accordingly*



Utilities

Departmental Financial Summary

Financial Summary ~ Department Revenues						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Water Incentive Grant	\$ 13,047	\$ 11,429	\$ -	\$ (11,429)	-100.00%	\$ -
Water	6,720,324	7,254,150	7,685,772	431,622	5.95%	8,089,275
Guaranteed Water/Wastewater	47,726	46,000	46,000	-	0.00%	46,000
Water Testing	758	4,600	4,600	-	0.00%	4,600
Fire Line Charges	145,493	250,000	150,000	(100,000)	-40.00%	150,000
Sewer/Wastewater	11,255,983	12,181,100	12,905,875	724,775	5.95%	13,583,433
Late Charges	429,998	500,000	150,000	(350,000)	-70.00%	150,000
Service Charges	307,905	206,900	206,900	-	0.00%	206,900
Interest Income	45,895	155,000	105,000	(50,000)	-32.26%	105,000
Miscellaneous Revenues	837,440	161,600	8,000	(153,600)	-95.05%	8,000
Customer Billing Services	131,400	-	-	-	0.00%	-
DEPARTMENT TOTALS	\$ 19,935,969	\$ 20,770,779	\$ 21,262,147	\$ 491,368	2.37%	\$ 22,343,208

Financial Summary ~ Category Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 5,165,935	\$ 5,600,268	\$ 5,412,494	\$ (187,774)	-3.35%	\$ 5,606,965
Operating Expenditures	14,083,099	11,456,428	11,266,445	(189,983)	-1.66%	11,699,479
Capital Outlay/CIP	(890,217)	1,858,165	3,143,750	1,285,585	69.19%	3,529,100
Debt Service	706,525	899,400	904,400	5,000	0.56%	904,400
Contingency	-	821,207	381,458	(439,749)	-53.55%	449,664
Reserves	-	135,311	153,600	18,289	13.52%	153,600
DEPARTMENT TOTALS	\$ 19,065,342	\$ 20,770,779	\$ 21,262,147	\$ 491,368	2.37%	\$ 22,343,208

Financial Summary ~ Program Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Administration	\$ 1,094,821	\$ 1,272,095	\$ 1,277,117	\$ 5,022	0.395%	\$ 1,290,133
Engineering	890,641	1,137,091	938,333	(198,758)	-17.48%	937,496
Water Treatment	2,523,622	2,764,335	2,789,219	24,884	0.90%	2,900,879
Water Treatment CIP	106,955	-	-	-	0.00%	-
Construction	1,621,610	1,917,888	1,924,199	6,311	0.33%	2,296,015
Construction Capital	283,153	-	-	-	0.00%	-
Maintenance	6,520,020	7,134,152	7,533,896	399,744	5.60%	7,699,672
Maintenance CIP	1,027,790	-	-	-	0.00%	-
Customer Service	600,769	-	-	-	0.00%	-
Non-Departmental	7,305,197	4,848,218	3,947,383	(900,835)	-18.58%	4,102,013
Utilities CIAC Program	-	5,000	5,000	-	0.00%	5,000
Utilities Construction	128,468	-	-	-	0.00%	-
Utilities R & R	(890,569)	1,692,000	2,847,000	1,155,000	68.26%	3,112,000
DEPARTMENT TOTALS	\$ 21,212,477	\$ 20,770,779	\$ 21,262,147	\$ 491,368	2.37%	\$ 22,343,208

Utilities Administration (6001)

Mission:

To assure excellent water and wastewater service to the City of Tamarac through coordination and facilitation of the operation and maintenance activities of the Utilities Department.

Program Description:

The Administrative Division provides the organizational leadership for the Utilities Department and acts as the primary liaison between the Utilities Department and the City's administrative staff and elected officials. The Division is responsible for coordinating and facilitating the efforts of the other divisions within the Utilities Department, and is responsible for the long-range planning and policy development of the Department. This leadership has led to numerous awards from year to year from agencies such as the United States Environmental Protection Agency, Florida Department of Environmental Protection, American Water Works Association, Florida Section/American Water Works Association, Florida Water and Pollution Control Operators Association and Broward County.

Goals & Objectives:

In support of Goal #2, Strong Economy in a Healthy Environment, the goals of the Administration Division are to help the customer, promote goodwill among employees, and reduce expenses on every level. We will accomplish this by developing and adopting "best practices" of the American Water Works Association (AWWA), providing open lines of communication to our residents, employees, and partners, fostering a sharing culture, and staying abreast of current developments in Utilities. In support of Goal #3, Dynamic Organizational Culture, the Administration Division will encourage training and development of employees and track formal training hours spent.

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
AWWA Org. Best Practices Index (combined ratings for strategic, financial, risk management and asset management planning, performance measurement, customer involvement and continuous improvement)	29	30	30	30
Training Hours Per Employee (quantity of formal training that employees are actually completing per year)	21	16	20	22

Utilities/Administration (6001)

Financial Summary ~ Division Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 307,964	\$ 299,545	\$ 297,657	\$ (1,888)	-0.63%	\$ 306,523
Operating Expenditures	80,332	73,150	75,060	1,910	2.61%	79,210
Debt Service	706,525	899,400	904,400	5,000	0.56%	904,400
TOTALS	\$ 1,094,821	\$ 1,272,095	\$ 1,277,117	\$ 5,022	0.39%	\$ 1,290,133

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Director of Utilities	1			1
Administrative Coordinator	1			1
Total Personnel Complement	2	0	0	2

Major Variances FY 2012:

Personal Services

Allowance for salary adjustments related to performance appraisals.

Operating Expenditures

Increase funding for electric service for anticipated usage and rate increases +\$2,000

Funding for computer supplies +\$3,600

Major Variances FY 2013:

Increases in personal services planned for salary and insurance adjustments and minor adjustments in operating line items.

Increase in electric service for anticipated usage and rate increases +\$2,800

Engineering (6002)

Mission:

To provide technical and professional services to ensure that the City water and wastewater systems are operated in a safe, efficient, and economical manner, and effectively meet environmental regulations and customers' expectations.

Program Description:

The Utilities Engineering Division provides technical support to the Utilities Department including engineering drafting services, location of underground utilities, updating water and wastewater maps, GIS, construction inspections and administration of the backflow recertification program. It also undertakes Capital Improvement Projects for the optimization and rehabilitation of existing water and wastewater systems.

Goals & Objectives:

In support of Goal #2, Strong Economy in a Healthy Environment, the Utilities Engineering Division will be a responsive resource of utility infrastructure information and design services for utilities operations, contractors, and utility customers. Additionally, the Division will implement the use of Geographic Information System (GIS) for field use to complete the design and the construction of two Capital Improvement Projects, provide utility location services in compliance with Sunshine State One Call of Florida, comply with the City of Tamarac Backflow Ordinance, and exercise water and wastewater underground valves according to the Florida Department of Environmental Protection (DEP) regulations.

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Percentage of underground utility location requests completed within 2 days.	99.9%	99%	99%	99%
Percentage of backflow devices in compliance.	93.9%	95%	95%	95%
Number of water/wastewater underground valves exercised monthly.	195	180	180	180

Engineering (6002)

Financial Summary ~ Division Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 828,304	\$ 999,327	\$ 850,273	\$ (149,054)	-14.92%	\$ 879,846
Operating Expenditures	62,337	76,109	60,910	(15,199)	-19.97%	57,650
Capital Outlay	-	61,655	27,150	(34,505)	-55.96%	-
TOTALS	\$ 890,641	\$ 1,137,091	\$ 938,333	\$ (198,758)	-17.48%	\$ 937,496

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Assistant Director of Utilities	1			1
Engineering Coordinator	1			1
Eng. Const. Inspector/Plans Examiner	1			1
Engineering Technician	2			2
Field Technician - Engineering	2			2
Backflow Technician	1			1
Office Coordinator	1			1
Office Specialist	0.5			0.5
Total Personnel Complement	9.5	0	0	9.5

Major Variances FY 2012:

Personal Services

Reduced in FY 2012 due to over budgeting in FY 2011

Decreased in salary and related costs for the Office Specialist position shared with the IT Department

Operating Expenditures

Increase funding for engineering consulting services +\$2,500

Decrease in contractual services -\$18,290

Increase in R & M service contracts +\$1,000

Decrease in drafting supplies -\$1,000

Major Variances FY 2013:

Increases in personal services planned for salary and insurance adjustments and minor adjustments in operating line items.

Reduction in AutoCad Service Contract -\$3,300

Decrease in capital outlay due to one time expenditures in FY 2011

Water Treatment Plant (6020)

Mission:

To provide an adequate quantity of high quality potable water to the City of Tamarac's water utility service area.

Program Description:

The Water Treatment Division treats the entire supply of potable (drinkable) water, which meets all applicable Federal and State Regulatory Standards. The Division is responsible for the protection of the groundwater (raw water) sources of the water system, treatment and purification of the groundwater, disinfection of water against potentially harmful bacteria, fluoridation of the water for the protection of teeth, and delivery of the water to the customers of Tamarac. The Division is also responsible for monitoring the potable water for compliance through the City's State of Florida certified laboratory, as well as the promotion of water conservation practices among its customers.

Goals & Objectives:

In support of Goal #2, Strong Economy in a Healthy Environment, the Division will continue to supply potable water to meet applicable Federal and State standards. In order to do so, the Division makes necessary changes to the water treatment process to provide Tamarac residents with the highest quality drinking water. Through training, staff will be kept knowledgeable of changing water treatment methods, analysis, and regulation. The Division will respond to inquiries on the potable water from residents, the media, regulatory agencies, and City staff. While the South Florida Water Management District (SFWMD) sets a 10% goal for unaccounted for water, based on past practices, this Division sets a more rigorous internal goal for unaccounted for water, which puts Tamarac in the "Best in Class" category in the USA. The Division will also encourage water conservation practices by all consumers through education and the promotion of water conservation devices.

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Percentage of water systems in the distribution system tested and reported to be in compliance with federal regulations	100%	100%	100%	100%
Percentage of unaccounted water will not exceed the South Florida Water Management District's standard of 10%	4.8%	5%	5%	5%
Monthly per capita water usage in gallons	101.1	101.0	101.0	101.0

Water Treatment (6020)

Financial Summary ~ Division Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 1,294,919	\$ 1,380,686	\$ 1,303,079	\$ (77,607)	-5.62%	\$ 1,350,649
Operating Expenditures	1,228,703	1,376,289	1,486,140	109,851	7.98%	1,550,230
Capital Outlay	-	7,360	-	(7,360)	-100.00%	-
TOTALS	\$ 2,523,622	\$ 2,764,335	\$ 2,789,219	\$ 24,884	0.90%	\$ 2,900,879

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Water Plant Superintendent	1			1
Laboratory Manager	1			1
Water Plant Lead Operator	1			1
SCADA System Specialist	1			1
Chemist	1			1
Water Conservation Specialist	1			1
Water Plant Operator A, B, C	8			8
Total Personnel Complement	14	0	0	14

Major Variances FY 2012:

Personal Services

Decrease due to a change in personnel and associated benefits.

Operating Expenditures

Decrease in contractual services -\$4,500
 Increase in electric service due to anticipated rate increases +\$35,000
 Increase water purchased resale +\$38,660
 Decrease in lime sludge removal expenses -\$15,000
 Increase in licenses and permits from DEP +\$12,900
 Funding for water conservation retrofits +\$17,500
 Increase in chemicals to allow for rising costs +\$52,130
 Increase in laboratory supplies +\$1,700
 Decrease in water conservation devices -\$30,929

Capital Outlay

Decrease due to one time capital expenses in FY 2011

Major Variances FY 2013:

Increases in personal services planned for salary and insurance adjustments and minor adjustments in operating line item
 Decrease in contractual services for calibrations and electronic assistance +\$20,000
 Increase in electric service due to anticipated rate increases +\$15,000
 Increase water purchased resale +\$10,000
 Increase in chemicals to allow for rising costs +\$21,000

Construction (6030)

Mission:

To provide uninterrupted delivery of potable water from the Tamarac Water Treatment Facility to customers in the Tamarac utility service area and conveyance of wastewater from these customers to the Broward County Master Pumping Stations by repairing and upgrading the water and wastewater infrastructure.

Program Description:

The Construction Division is responsible for the timely repair and facility upgrade of 251 miles of various-sized water mains, 32 miles of wastewater transmission mains, 19,853 water services, and 18,805 wastewater services. This is accomplished through employees who are on call 24 hours per day and function in the areas of water main leak repairs, water and wastewater service repairs and upgrades, water meter replacement and relocation, water valve exercising and fire hydrant flushing programs, and installation of new water valves and fire hydrants in order to improve the system infrastructure. The Construction Division is also responsible for the reading and installation of water meters citywide.

Goals & Objectives:

In support of Goal #2, Strong Economy in a Healthy Environment, the Division will provide timely service to customers who experience the loss of water service by tracking efficiency and customer service measures. We will strive to make repairs to the water and sewer service infrastructure in a cost effective, professional manner, with minimum inconvenience to our residents. After the repairs have been completed, restoration will be accomplished with equal or better results as quickly as possible. Preventive maintenance is a constant in the Division and all available resources will be directed to neutralize the aging effect on the distribution network in an effort to meet the growing demands of all constituents.

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Water Distribution System Integrity (total # of breaks/leaks per 100 miles of pipe per year)	10	4.9	12	12
Number of customer accounts per 1000 experiencing unplanned disruption of water service for longer than 12 hours within a 1 year period	0%	0%	0%	0%
Percentage of After Excavation Restorations completed within five business days	97%	100%	100%	100

Construction (6030)

Financial Summary ~ Division Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 1,363,324	\$ 1,499,508	\$ 1,528,839	\$ 29,331	1.96%	\$ 1,584,665
Operating Expenditures	257,934	334,130	318,760	(15,370)	-4.60%	322,050
Capital Outlay	352	84,250	76,600	(7,650)	-9.08%	389,300
TOTALS	\$ 1,621,610	\$ 1,917,888	\$ 1,924,199	\$ 6,311	0.39%	\$ 2,296,015

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Operations Manager - Utilities	1			1
Construction Superintendent	1			1
Distribution Supervisor	1			1
Transmission Supervisor	1			1
Utilities Service Representative	1			1
Utilities Service Worker II	1			1
Equipment Operator II (Utilities)	3			3
Utilities Service Worker I	5			5
Water Accountability Supervisor	1			1
Water System Operator I	4			4
Water System Operator III	1			1
Total Personnel Complement	20	0	0	20

Major Variances FY 2012:

Personal Services

Allowance for salary adjustments related to performance appraisals.

Operating Expenditures

Increase in electricity for irrigation +\$2,000

Decrease in irrigation repairs -\$5,000

Increase in debris removal +\$7,000

Increase in supplies +\$8,700

Decrease in safety supplies and protective clothing -\$6,300

Capital Outlay

Increase in capital outlay for one-time, capital purchases such as vehicles and equipment +\$6,600

Major Variances FY 2013:

Increases in personal services planned for salary and insurance adjustments and minor adjustments in operating line items.

Increase in capital outlay for one-time, capital purchases such as vehicles and equipment +\$312,700

Maintenance (6040)

Mission:

To provide uninterrupted service of the wastewater collection system and the Water Treatment Facility with scheduled and unscheduled maintenance activities.

Program Description:

The Maintenance Division oversees the maintenance of 150 miles of gravity wastewater mains, 83 wastewater pump stations and the Water Treatment Facility. The main activities for the Maintenance Division include: inspecting, indexing and abating excessive infiltration and inflow through various methods of rehabilitation, electrical and mechanical maintenance and repair of the operating equipment at the Water Treatment Facility and wastewater pump stations. The Division also responds to emergency wastewater blockages, pump station failures and customer wastewater system overflows.

Goals & Objectives:

In support of Goal #2, Strong Economy in a Healthy Environment, the Division will provide preventative and corrective maintenance from the beginning of the water treatment cycle (Plant) to the end (Broward County Wastewater Stations) and everything in between (Collection system). The Division will identify potential problems and alertly repair existing ones in order to keep the system operating as designed. An on-going inflow and infiltration program is in place and is carefully monitored to ensure our resources are utilized in the right areas. The aging wastewater pump stations are systematically rehabilitated to keep the utility one step ahead and in the forefront of today's technology.

Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2013 Target
Decrease Sanitary Sewer flow (gallons per minute flow reduced by grouting and or pipe lining procedures)	348	≥ 290	≥ 300	≥ 300
Sewer Overflow Rate (collection system piping condition and effectiveness of routine maintenance) Per 100 miles	0	≤ 2	≤ 1	≤ 1
Wastewater Collection system integrity (collection system main blockages during the year per 100 miles of collection system piping)	1.9%	≤ 3	≤ 2	≤ 2
Inspection of Wastewater Collection System (percentage of collection system gravity mains cleaned and televised per total miles of collection system piping)	23.6%	24%	25%	25%

Maintenance (6040)

Financial Summary ~ Division Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 1,350,260	\$ 1,388,202	\$ 1,399,646	\$ 11,444	0.82%	\$ 1,452,282
Operating Expenditures	5,169,760	5,738,050	5,946,250	208,200	3.63%	6,224,590
Capital Outlay	-	7,900	188,000	180,100	2279.75%	22,800
TOTALS	\$ 6,520,020	\$ 7,134,152	\$ 7,533,896	\$ 399,744	5.60%	\$ 7,699,672

Personnel Complement				
Position Title	Full Time	Part Time	Temp	FTE's
Maintenance Superintendent	1			1
Wastewater Supervisor	1			1
Maintenance Supervisor (Utilities)	1			1
Instrument and Control Technician	1			1
Senior Tradesperson/Electrician	1			1
Wastewater Service Worker III	2			2
Electrician	1			1
Mechanic II (Utilities)	3			3
Wastewater Service Worker II	3			3
Mechanic I	1			1
Wastewater Service Worker I	2			2
Utility Material Resource Coordinator	1			1
Total Personnel Complement	18	0	0	18

Major Variances FY 2012:

Personal Services

Allowance for salary adjustments related to performance appraisals.

Operating Expenditures

- Decrease electric service -\$8,000
- Increase wastewater disposal charges +\$264,000
- Decrease anticipated lift station repairs -\$12,100
- Decrease R & M machinery -\$11,100

Capital Outlay

Increase due to one time capital outlay and vehicle expenses +\$180,100

Major Variances FY 2013:

- Increases in personal services planned for salary and insurance adjustments and minor adjustments in operating line items.
- Decrease due to one time capital outlay and vehicle expenses in FY 2012 -\$165,000

Utilities/Non-Departmental (6090)

Financial Summary ~ Division Expenditures						
	FY 2010 Actual	FY 2011 Budget	FY 2012 Adopted	Dollar Change	Percent Change	FY 2013 Planned
Personal Services	\$ 21,164	\$ 33,000	\$ 33,000	\$ -	0.00%	\$ 33,000
Operating Expenditures	7,284,033	3,848,700	3,379,325	(469,375)	-12.20%	3,465,749
Interfund Transfer - R & R Fund	531,960	1,642,000	2,827,000	1,185,000	72.17%	3,092,000
Contingency/Other Uses	-	821,207	381,458	(439,749)	-53.55%	449,664
Reserves	-	135,311	153,600	18,289	13.52%	153,600
TOTALS	\$ 7,837,157	\$ 6,480,218	\$ 6,774,383	\$ 294,165	4.54%	\$ 7,194,013

Major Variances FY 2012:

Operating Expenditures

- Reduction in cost for annual audit based on citywide allocation -\$15,100
- Decrease Transfer to General Fund -\$121,000
- Decrease Transfer to Risk Fund -\$134,000
- Increase Transfer to Renewal & Replacement Fund +\$1,185,000
- Decrease Payment in Lieu of Taxes -\$200,000
- Decrease Contingency/Reserves -\$315,000

Major Variances FY 2013:

- Allowance for increases in transfers out and for contingency

Asset Management Program

The City of Tamarac Asset Management Program is a comprehensive program including a summary of major assets owned by the City coupled with the condition and future plans for those assets. The Asset Management Program budgetary process encompasses the integration of revenues and expenditures along with, program policy issues included in the City's long range planning process. The accompanying documentation is designed to provide an overview of the program which includes schedules and charts to enhance the transparency of the information provided.

The goals and objectives of the Program are:

- To increase efficiency of City operations by maintaining assets in acceptable condition.
- To recommend an annual level of combined expenditures for capital, major maintenance and equipment replacement to aid in the stabilization of property tax levies from year to year.
- To identify assets no longer needed by the City and assess the salvage/recoverable value of those assets, if any.
- To reduce utility and maintenance costs by identifying improvements that will result in annual cost savings.
- To suggest a long-term plan for each asset.
- To identify a plan for proposed maintenance and replacement of existing assets and acquisition of new assets which is based on a reasonable expectation of what the City can afford.
- To be an on-going tool for annual asset tracking, update the asset inventory and re-assess long-term plans.

Program Summary

The funding requirements of the Asset Management Program for FY 2012-2017 are summarized below:

Capital Improvements	\$	22,603,200
Capital Maintenance		13,351,400
Capital Vehicles		5,858,500
Capital Equipment		2,071,083
Total Program	\$	43,884,183

The program presents a structured plan to promote orderly growth patterns and capital improvement as indicated, but not limited to, the following:

- Compliance with the capital improvement element of the Comprehensive Plan.
- A redevelopment/corridor study to identify those areas of the City to direct/redirect redevelopment efforts.
- Design and construction of entry signage for Woodmont residential development.
- Design and construction of Bikeway Paths throughout designated areas within the City.
- Install additional playground equipment at Tephford Park.
- Building new sidewalks in designated areas within the City.
- Construction of football field press box at the Tamarac Sports Complex.
- Design and development of various amenities at the Mainland Park site.
- Design and construction of various privacy walls throughout the City.

The ability for the City to finance these needs and remain in compliance with the Comprehensive Plan will be a major directive in future City budgets.

Elements of the Program

The Asset Management Program integrates the Capital Improvements Program, Capital Maintenance, Capital Vehicle Program, Capital Equipment Program and the funding required for these elements into an overall financial management plan. Pursuant to Financial Management Policy #15, the City will annually prepare a six-year asset management program. The Program will identify the source of funding for all projects as well as the impact on future costs.

Definitions

The terms delineated below are used to distinguish types of assets.

Capital Improvement – New construction, acquisition of assets and one-time capital projects which have a value greater than \$50,000 and an expected life longer than one year and are not vehicles or equipment.

Asset Management Program, continued

Equipment – Assets used in an operation or activity with a cost greater than \$1,000, an expected life longer than one year, and are not vehicles. Included are assets generally related to electronic data processing, including but not limited to laptop computers, certain software, printers, modems, and related accessories.

Vehicles – Assets which can generally be described as vehicles or rolling stock that has an expected life greater than one year and cost greater than \$1,000.

Maintenance – Regular maintenance performed on at least an annual basis that should be included in departmental operating budgets.

Limits of the Program

The Program includes projected asset replacement, acquisition and maintenance expenses related to major City assets for the period from FY 2012–2017. The Program addresses projected asset needs while still operating within projected financial constraints. City staff makes every effort to develop reasonable, educated estimates of the priority of asset expenditure needs.

The City's Capital Vehicle program for years 2012–2017 is primarily based on replacement costs. In recent years, limited funding for both new and replacement vehicles has forced staff to focus on maintaining the essential elements of our existing fleet. In FY 2011, the City began to replace and surplus those vehicles that have been deemed by the Fleet Division to be eligible for replacement. The Fleet Manager reviews the life expectancy, maintenance records and total mileage of each vehicle scheduled for replacement. Occasionally, exceptions are approved and vehicles can be kept in service subject to ongoing review.

The maintenance referenced in the Program consists of a description of the general types of items accounted for as maintenance expenses associated with individual assets. In most cases, departments that manage the assets include maintenance expenses for several assets in one line item in their annual budget.

The national and local economies continue to exercise significant impact upon local government funding ability. The aforementioned projects are important to the City and need to proceed. In the event of unanticipated deterioration of the economy, the City must be prepared to re-adjust the scheduling of projects within the six-year program in recognition of changing financial realities.

Impact on Operating Budget/Debt Service

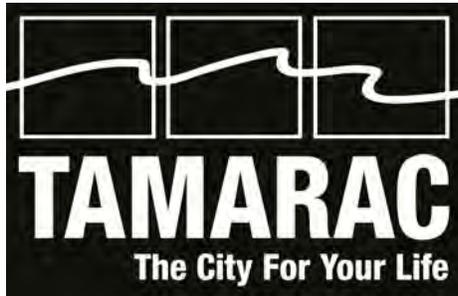
The relationship between the Capital Improvements Program and the annual operating budget/debt service obligations is often misunderstood. The Capital Program has two direct impacts on the biennial budget. The primary impact is reflected in the various debt service accounts. The chart below indicates the City's total debt funds by funding source for various projects for FY 2012-2017 as related to the Asset Management Program.

Public Service Facilities Fund	\$ 1,875,000
2005 Revenue Bond Fund	5,500,000
Total Program	\$ 7,375,000

The secondary impact is reflected in all other major funding sources including the General Fund, Grant funding, Fire Rescue Fund, General Capital Fund, Capital Equipment Fund, and Utilities Operating Fund. The chart below indicates the City's total operating funds by funding source for various projects for FY 2012-2017 as related to the Asset Management Program.

General Fund	\$ 952,560
Grant Funds	1,500,000
Fire Rescue Fund	956,333
General Capital Fund	5,981,800
Capital Equipment Fund	2,948,000
Stormwater Fund	3,631,640
Utilities Fund	20,538,850
Total Program	\$ 36,509,183

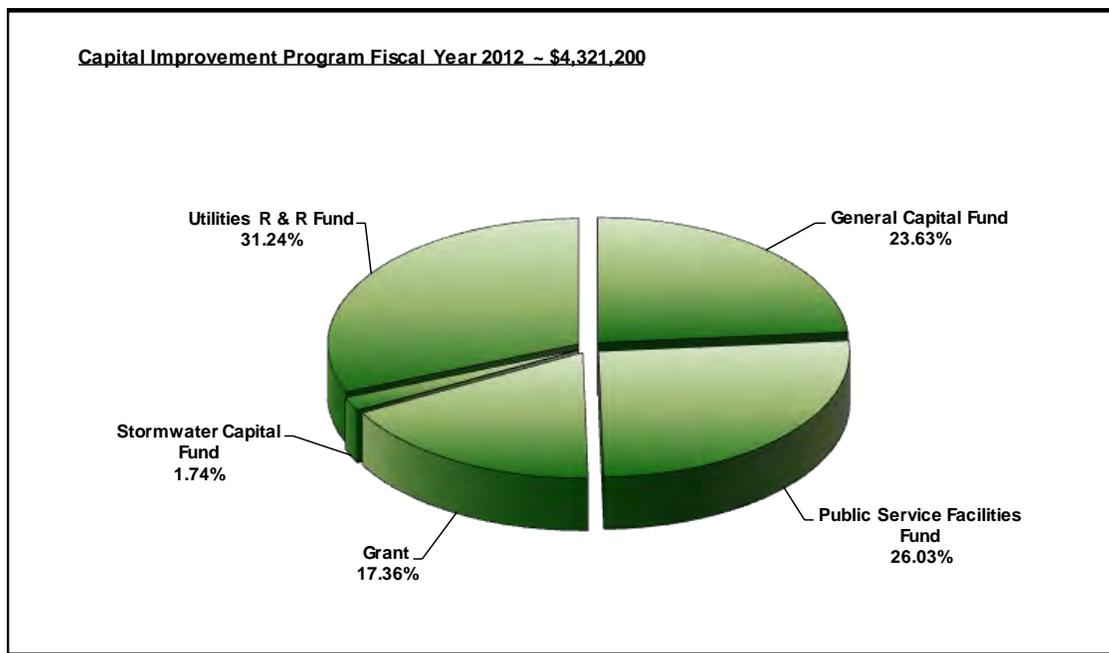
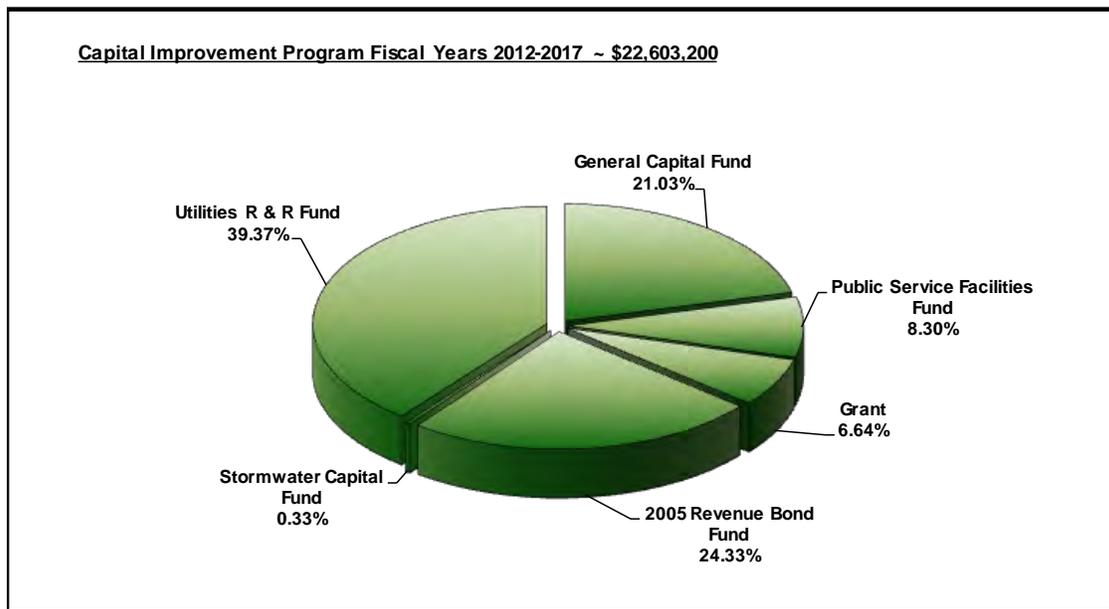
The information demonstrated in the proceeding pages is developed with the reader in mind to provide further understanding regarding the City's various projects, project funding sources, and the impact regarding the City's strategic planning goals.



City of Tamarac, Florida
Adopted Biennial Budget for FY 2012 and FY 2013

CAPITAL IMPROVEMENT PROGRAM SUMMARY
6-Year Projects Summary by Funding Source

Funding Source	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	TOTAL
General Capital Fund	\$1,021,200	\$ 150,000	\$ 616,000	\$ 616,000	\$ -	\$ 2,350,000	\$ 4,753,200
Public Service Facilities Fund	1,125,000	750,000	-	-	-	-	1,875,000
Grant	750,000	750,000	-	-	-	-	1,500,000
2005 Revenue Bond Fund	-	-	-	-	5,500,000	-	5,500,000
Stormwater Capital Fund	75,000	-	-	-	-	-	75,000
Utilities R & R Fund	1,350,000	1,800,000	1,150,000	1,800,000	1,550,000	1,250,000	8,900,000
GRAND TOTAL	\$ 4,321,200	\$ 3,450,000	\$ 1,766,000	\$ 2,416,000	\$ 7,050,000	\$ 3,600,000	\$ 22,603,200



City of Tamarac, Florida
FY 2012-2013 Adopted Budget

FUNDED

CAPITAL IMPROVEMENTS PROGRAM

DEPARTMENT	PROJECT #	FUNDING SOURCE	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	TOTAL
COMMUNITY DEVELOPMENT									
Redevelopment/Corridor Study	GP12A	General Capital Fund	300,000	-	-	-	-	-	300,000
Citywide Entry Signage	GP12B	General Capital Fund	185,000	150,000	-	-	-	-	335,000
PUBLIC WORKS									
Bikeways Path Phase 1	GP06A	Public Service Facilities Fund	300,000	-	-	-	-	-	300,000
Tephford Park Playground	GP11O	General Capital Fund	40,500	-	-	-	-	-	40,500
Bikeways Path Phase 2	GP12C	Public Service Facilities Fund	750,000	-	-	-	-	-	750,000
Bikeways Path Phase 2	GP12C	Grant	750,000	-	-	-	-	-	750,000
Sidewalk Improvement - NW 80th Ave	GP12D	General Capital Fund	50,000	-	-	-	-	-	50,000
Football Field Press Box	GP12E	Public Service Facilities Fund	75,000	-	-	-	-	-	75,000
Mainlands Park	PW11A	General Capital Fund	250,000	-	-	-	-	750,000	1,000,000
Privacy Wall 1	GP12L	General Capital Fund	41,900	-	-	-	-	-	41,900
Privacy Wall 2	GP12M	General Capital Fund	41,900	-	-	-	-	-	41,900
Privacy Wall 3	GP12N	General Capital Fund	41,900	-	-	-	-	-	41,900
Woodlands Blvd Bike Path	GP12O	Public Service Facilities Fund	70,000	-	-	-	-	-	70,000
Bikeways Path Phase 3	GP13A	Public Service Facilities Fund	-	750,000	-	-	-	-	750,000
Bikeways Path Phase 3	GP13A	Grant	-	750,000	-	-	-	-	750,000
Pine Island Road Pedestrian Overpass	PW10B	General Capital Fund	-	-	616,000	616,000	-	-	1,232,000
Fire Station East	N/A	2005 Revenue Bond Fund	-	-	-	-	5,500,000	-	5,500,000
Waters Edge Park	GP06J	General Capital Fund	-	-	-	-	-	1,600,000	1,600,000
PUBLIC WORKS - STORMWATER									
Curbing Installation - Southgate Blvd	SW12A	Stormwater Capital Fund	75,000	-	-	-	-	-	75,000
UTILITIES									
Emergency Generator Replacement & Fuel at WTP	UT12A	Utilities R & R	1,250,000	-	-	-	-	-	1,250,000
Lime Sludge Concentration Project	UT12J	Utilities R & R	100,000	950,000	-	-	-	-	1,050,000
Grant's/Tamarac Square Water Main Upgrade	UT13A	Utilities R & R	-	350,000	-	-	-	-	350,000
Fort Lauderdale Water Interconnect	UT13B	Utilities R & R	-	275,000	-	-	-	-	275,000
Tamarac East 53rd Street Water Main Upgrade	UT13C	Utilities R & R	-	225,000	-	-	-	-	225,000
University Drive Water Main Upgrade	N/A	Utilities R & R	-	-	1,150,000	-	-	-	1,150,000
Replace/Relocate WTP SCADA Cabinets	N/A	Utilities R & R	-	-	-	1,000,000	-	-	1,000,000
Replace Wastewater Force Mains	N/A	Utilities R & R	-	-	-	500,000	-	-	500,000
Rehabilitation of Filters 5 and 6 at WTP	N/A	Utilities R & R	-	-	-	300,000	-	-	300,000
McNab Force Main, 92nd Ave/Nob Hill Rd.	US03E	Utilities R & R	-	-	-	-	750,000	-	750,000
Replace Water Mains	N/A	Utilities R & R	-	-	-	-	500,000	-	500,000
Rehabilitation of Filters 1 and 2 at WTP	N/A	Utilities R & R	-	-	-	-	300,000	-	300,000
Relocate Backyard Water Mains - Tamarac East	N/A	Utilities R & R	-	-	-	-	-	1,250,000	1,250,000
TOTAL			\$ 4,321,200	\$ 3,450,000	\$ 1,766,000	\$ 2,416,000	\$ 7,050,000	\$ 3,600,000	\$ 22,603,200
SUMMARY OF REVENUES									
	General Capital Fund		1,021,200	150,000	616,000	616,000	-	2,350,000	4,753,200
	Public Service Facilities Fund		1,125,000	750,000	-	-	-	-	1,875,000
	Grant		750,000	750,000	-	-	-	-	1,500,000
	2005 Revenue Bond Fund		-	-	-	-	5,500,000	-	5,500,000
	Stormwater Capital Fund		75,000	-	-	-	-	-	75,000
	Utilities R & R		1,350,000	1,800,000	1,150,000	1,800,000	1,550,000	1,250,000	8,900,000
	Total		\$ 4,321,200	\$ 3,450,000	\$ 1,766,000	\$ 2,416,000	\$ 7,050,000	\$ 3,600,000	\$ 22,603,200
SUMMARY BY PROGRAM									
	Community Development		485,000	150,000	-	-	-	-	635,000
	Public Works		2,411,200	1,500,000	616,000	616,000	5,500,000	2,350,000	12,993,200
	Public Works - Stormwater		75,000	-	-	-	-	-	75,000
	Utilities		1,350,000	1,800,000	1,150,000	1,800,000	1,550,000	1,250,000	8,900,000
	Total		\$ 4,321,200	\$ 3,450,000	\$ 1,766,000	\$ 2,416,000	\$ 7,050,000	\$ 3,600,000	\$ 22,603,200

City of Tamarac, Florida
Adopted Biennial Budget for FY 2012 and FY 2013

**Capital Improvement Program
Project Summary**

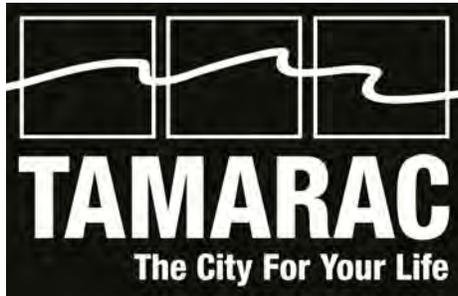
Project Number	Title/Description	Operating Budget Impact
GP12A	Redevelopment/Corridor Study To perform redevelopment study to identify areas within the City for potential redevelopment.	No additional operating budget impact.
GP12B	Citywide Entry Signage To enhance the entryway signage within the Woodmont Residential Development on the 13 main entryways. This will be accomplished by replacing or modifying existing outdated entranceway signs that are adjacent to the main roadways leading into the Woodmont neighborhoods including Pine Island Road, Southgate Boulevard, University Drive, and McNab Road.	Routine repair and maintenance costs will be absorbed by the operating department.
GP06A	Bikeways Path Phase 1 Development of an integrated system of bike lanes and bike paths that will provide a safe connection between City facilities and the Broward County Greenway System.	Additional annual operating costs of \$5,000 to include paint and cleaning materials.
GP110	Tephford Park Playground Installation of playground equipment at the Tephford Park located at 10003 Southgate Boulevard. The park currently features picnic facilities, multi-purpose pathways, fishing pier, restrooms and creative landscaping.	Additional annual maintenance costs will be minimal and absorbed by the operating department.
GP12C	Bikeways Path Phase 2 Development of bike lanes and bike paths creating an integrated bikeway connecting neighborhoods to City facilities and the Broward County Greenway. Phase II will run along NW 70th to 82nd and around to 80th Avenue.	Additional annual operating costs of \$5,000 to include paint and cleaning materials.
GP12D	Sidewalk Improvement – NW 80th Avenue Installation of a sidewalk along NW 80th Avenue, between McNab Road and 75th Street; an area of Tamarac that has limited sidewalks for pedestrian use.	No additional expenses beyond normal repair and maintenance as with all City sidewalks.
GP12E	Football Field Press Box Construction of a two-story structure at the Sports Complex to provide a Press Box and dedicated storage for the Football Leagues.	Annual maintenance costs will be minimal and absorbed by the operating department.
PW11A	Mainlands Park (aka Monterey Park) Development of 23 acres on the old Monterey Golf Course. Development will be a passive park with multipurpose pathways, sitting areas with shade, landscaping, parking facilities, restrooms and other amenities.	Additional operating costs of \$50,000 to include mowing, janitorial, landscaping, maintenance supplies, and utilities.
GP12L, GP12M, & GP12N	Privacy Wall Projects (3) Development of privacy walls along predetermined areas within the City.	Annual maintenance costs will be minimal and absorbed by the operating department.
GP13A	Bikeways Path Phase 3 Development of bike lanes and bike paths creating an integrated bikeway connecting neighborhoods to City facilities and the Broward County Greenway. Phase III will run along NW 77th, 96th, and 81st; then from 81st along 93rd to Southgate Blvd.	Additional annual operating costs of \$5,000 to include paint and cleaning materials.

**Capital Improvement Program, continued
Project Summary**

Project Number	Title/Description	Operating Budget Impact
PW10B	Pine Island Road Pedestrian Overpass The County is currently widening Pine Island Road to six lanes wide north of Commercial Blvd at the intersection of NW 57th St. NW 57th street is slated to be developed as a mixed use "Tamarac Village Corridor" and is designed to be pedestrian friendly. Pine Island Road in its present configuration is a safety barrier to pedestrian crossing and proposed widening will only increase the danger. The pedestrian overpass will eliminate the impediment to pedestrian crossing of Pine Island Road.	Annual maintenance costs will be included in the operating budget as necessary.
FR10A	Fire Station East Construction of a fire station to replace Station 78, currently located at 4801 West Commercial Blvd. New fire station will house an engine and a medical rescue unit and assigned Fire Rescue personnel. Relocation of station will enhance response times for the majority of calls.	Maintenance costs are expected to rise based upon the increased size of the new facility.
GP06J	Waters Edge Park Development of a passive park on NW 61st Street. Development will include parking, picnic shelter, playground, landscaping, basketball court volleyball court and restrooms.	Additional operating costs of \$15,000 to include mowing, janitorial, chemicals, irrigation landscaping, and maintenance supplies.
SW12A	Curbing Installation – Southgate Blvd. Installation of sidewalk along NW 80th Avenue, between McNab Road and 75th Street; an area of Tamarac that has limited sidewalks for pedestrian use.	Additional annual repair and maintenance costs will be minimal and absorbed by the operating department.
UT12A	Emergency Generator Replacement & Fuel at WTP Replacement of the existing twenty-year old 900 KW emergency generator at the Tamarac Water Treatment Plant. The Alternative Disinfectant Project and the Two Million Gallon Water Storage Tank & Piping Improvement Project completed recently have increased the electrical demand on the generator and outdated electrical transfer switches.	No additional operating budget impact.
UT12J	Lime Sludge Concentration Project Engineering studies and bench scale testing to design a lime sludge thickener system. The resulting engineering design data will be used to design and construct a lime sludge thickener.	No additional operating budget impact.
UT13A	Grant's/Tamarac Square Water Main Upgrade To provide improved fire flow protection to the commercial properties on the west side of State Road 7 going north from Grant's Plaza to Lakeside Drive by upgrading existing undersized water mains to a new eight-inch (8") water main.	No additional operating budget impact.
UT13B	Fort Lauderdale Water Interconnect To provide improved fire flow protection to the commercial properties on NW 22nd Avenue north of NW 53rd Street by upgrading an existing six-inch (6") water main to an eight-inch (8") main and by providing a new water system interconnect with the City of Fort Lauderdale.	Additional recurring water charges.
UT13C	Tamarac East 53rd Street Water Main Upgrade To provide improved fire flow protection to the Tamarac Lakes North and The Boulevards area by upgrading an existing undersized water main to an eight-inch (8") water main on NW 53rd Street from NW 22nd Avenue to Prospect Road.	No additional operating budget impact.

**Capital Improvement Program, continued
Project Summary**

Project Number	Title/Description	Operating Budget Impact
N/A	University Drive Water Main Upgrade Installation of 4,500 LF of 12-inch water main between NW 77th Street and Southgate Boulevard along the east side of University Drive. The purpose of this capital improvement is to provide improved fire protection to commercial properties.	No additional operating budget impact.
N/A	Replace/Relocate WTP SCADA Cabinets Replace/Relocate the SCADA Telemetry Control Center located on the second floor of the Water Treatment Plant Control Building to the first floor in order to enable continual plant operation after a damaging hurricane.	No additional operating budget impact.
N/A	Replace Wastewater Force Mains Upgrade wastewater force mains that are undersized for the current wastewater flow conditions that exist in several wastewater basins and replace force mains that have significant corrosion.	No additional operating budget impact.
N/A	Rehabilitation of Filters 5 and 6 at WTP Replacement of the support media and filter media materials in two of the six package water filter units at the Water Treatment Plant resulting in increased volume of processed water.	No additional operating budget impact.
N/A	McNab Force Main, 92nd Ave/Nob Hill Rd. Replacement of 3,200 LF of existing 12" asbestos cement force main on the south side of McNab Road between NW 92nd Avenue and Nob Hill Road with 12" ductile iron pipe.	No additional operating budget impact.
N/A	Replace Water Mains Upgrade water distribution mains that are of insufficient size and provide adequate fire protection to commercial properties.	No additional operating budget impact.
N/A	Rehabilitation of Filters 1 and 2 at WTP Replacement of the support media and filter media materials in two of the six package water filter units at the Water Treatment Plant resulting in increased volume of processed water.	No additional operating budget impact.
N/A	Relocate Backyard Water Mains – Tamarac East Relocate existing water mains from backyards to the street right-of-way in the Tamarac east area of Tamarac Lakes South and Tamarac Lakes Section One.	Operational cost savings by reducing the Construction Division repair costs.

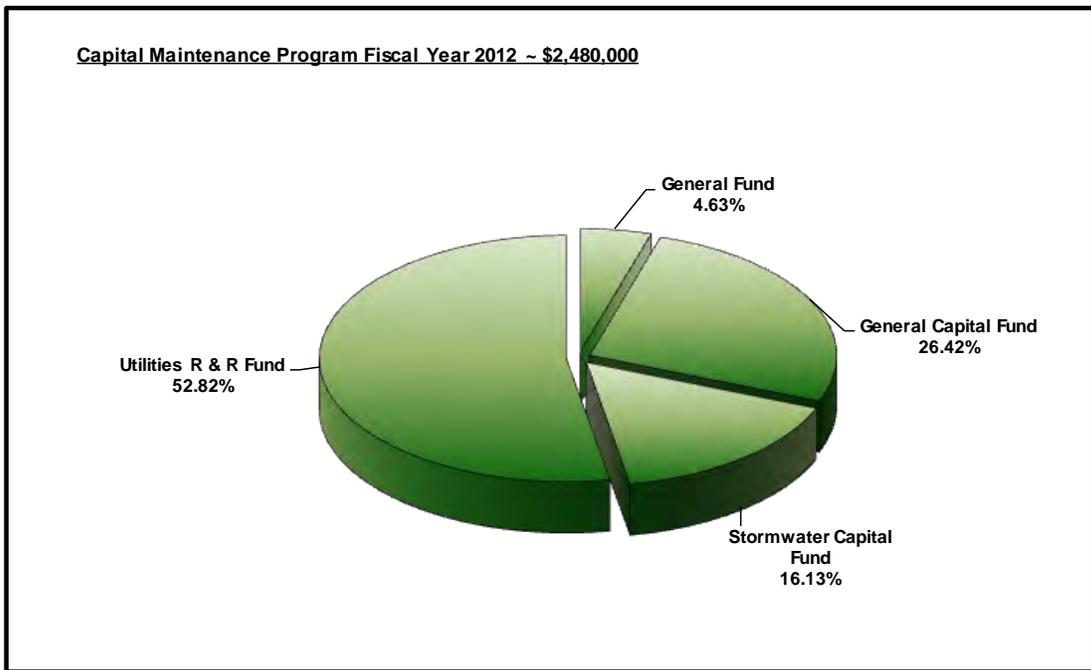
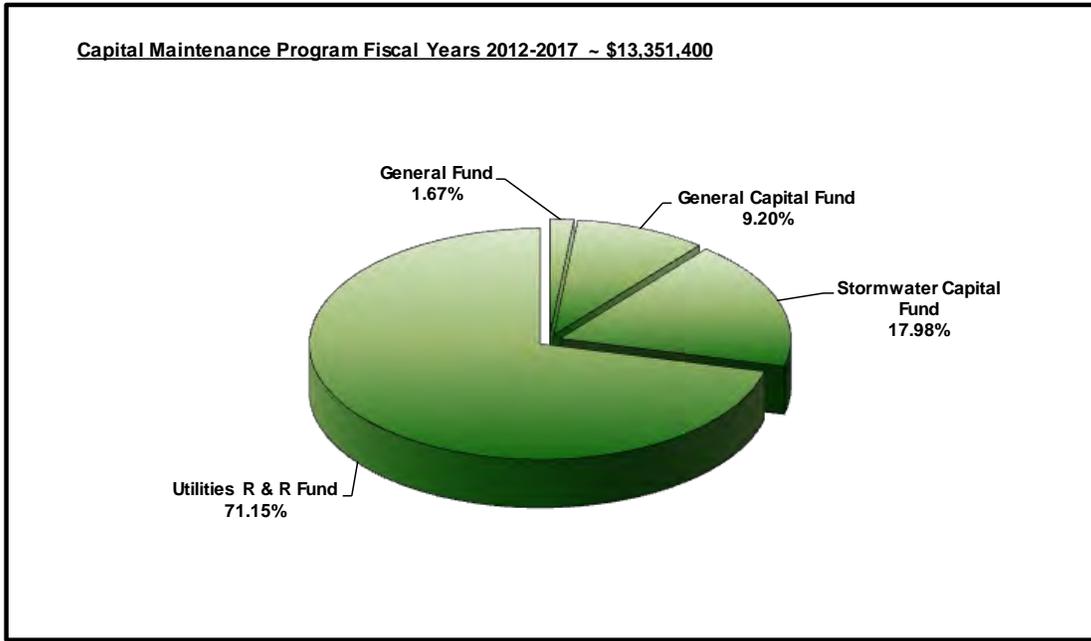


City of Tamarac, Florida
 Adopted Biennial Budget for FY 2012 and FY 2013

CAPITAL MAINTENANCE PROGRAM SUMMARY
6-Year Projects Summary by Funding Source

Funding Source

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	TOTAL
General Fund	\$ 114,800	\$ 36,000	\$ 2,000	\$ -	\$ 70,000	\$ -	\$ 222,800
General Capital Fund	655,200	349,900	39,500	95,000	68,000	21,000	1,228,600
Stormwater Capital Fund	400,000	400,000	400,000	400,000	400,000	400,000	2,400,000
Utilities R & R Fund	1,310,000	1,125,000	1,525,000	2,140,000	2,000,000	1,400,000	9,500,000
GRAND TOTAL	\$ 2,480,000	\$ 1,910,900	\$ 1,966,500	\$ 2,635,000	\$ 2,538,000	\$ 1,821,000	\$ 13,351,400



City of Tamarac, Florida
FY 2012-2013 Adopted Budget

FUNDED

CAPITAL MAINTENANCE PROGRAM

DEPARTMENT	PROJECT #	FUNDING SOURCE	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	TOTAL
PARKS AND RECREATION									
TCC Basketball Rim Servicing	N/A	General Fund	-	-	2,000	-	-	-	2,000
TCC Basketball Rim Servicing	N/A	General Fund	-	-	-	-	2,000	-	2,000
PUBLIC WORKS									
HVAC R&R Program									
(1) 2.5 Ton Split Trane - Fire Station 41	PW12A	General Capital Fund	3,200	-	-	-	-	-	3,200
(2) 20 Ton AHU Carrier - Multi-Purpose Center	PW12A	General Capital Fund	16,000	-	-	-	-	-	16,000
(1) 20 Ton CDU Trane - Multi-Purpose Center	PW12A	General Capital Fund	8,000	-	-	-	-	-	8,000
(1) 5 Ton Split Carrier - Multi-Purpose Center	PW12A	General Capital Fund	4,000	-	-	-	-	-	4,000
(2) 6 Ton Pckg. Carrier - Multi-Purpose Center	PW12A	General Capital Fund	16,000	-	-	-	-	-	16,000
(3) 5 Ton Pckg. Carrier - Multi-Purpose Center	PW12A	General Capital Fund	24,000	-	-	-	-	-	24,000
(2) 1 Ton Split Janitrol - Multi-Purpose Center	PW12A	General Capital Fund	5,000	-	-	-	-	-	5,000
(1) 20 Ton CDU Trane - Multi-Purpose Center	PW12A	General Capital Fund	8,000	-	-	-	-	-	8,000
(20) AHU VAV Boxes - City Hall Phase I	PW13A	General Capital Fund	-	40,000	-	-	-	-	40,000
(15) AHU VAV Boxes - City Hall Phase II	PW13A	General Capital Fund	-	30,000	-	-	-	-	30,000
(15) AHU VAV Boxes - City Hall Phase III	PW13A	General Capital Fund	-	30,000	-	-	-	-	30,000
(2) 150 Ton Cool Twrs Thermal Mayer - City Hall rebuilt	PW13A	General Capital Fund	-	16,000	-	-	-	-	16,000
(1) 3 Ton A/H Trane - City Hall	PW13A	General Capital Fund	-	2,000	-	-	-	-	2,000
(1) 3 Ton Pckg. Trane - Fire Station 78	PW13A	General Capital Fund	-	6,000	-	-	-	-	6,000
(1) 4 Ton Split Trane - Fire Station 78	PW13A	General Capital Fund	-	4,200	-	-	-	-	4,200
(1) 1.5 Ton Split Trane - City Hall	PW13A	General Capital Fund	-	3,000	-	-	-	-	3,000
(1) 3 Ton Split Liebert - City Hall	PW13A	General Capital Fund	-	7,000	-	-	-	-	7,000
(1) 2 Ton Split Trane - City Hall	PW13A	General Capital Fund	-	3,000	-	-	-	-	3,000
(1) 5 Ton Split Bryant - Public Works/Building	PW13A	General Capital Fund	-	5,000	-	-	-	-	5,000
(1) 3.5 Ton Split Trane - Public Works/Building	PW13A	General Capital Fund	-	3,700	-	-	-	-	3,700
(1) 4 Ton Pckg. Carrier - Fire Station 15	N/A	General Capital Fund	-	-	4,000	-	-	-	4,000
(1) 25 Ton Split Carrier - Fire Station 15	N/A	General Capital Fund	-	-	32,000	-	-	-	32,000
(1) 3 Ton Split Trane - Public Works/Building	N/A	General Capital Fund	-	-	3,500	-	-	-	3,500
(1) 25 Ton Pckg. Carrier - Fire Station 15	N/A	General Capital Fund	-	-	-	32,000	-	-	32,000
(2) 16 Ton Pckg. Carrier - Public Works/Building	N/A	General Capital Fund	-	-	-	60,000	-	-	60,000
(1) 5 Ton CDU Trane - Water Treatment Plant	N/A	General Capital Fund	-	-	-	3,000	-	-	3,000
(2) 10 Ton Split Carrier - Aquatic Center	N/A	General Capital Fund	-	-	-	-	17,000	-	17,000
(1) 2 Ton Split Carrier - Aquatic Center	N/A	General Capital Fund	-	-	-	-	3,000	-	3,000
(1) 5 Ton Split York - Parks & Recreation	N/A	General Capital Fund	-	-	-	-	10,000	-	10,000
(1) 40 Ton CDU Trane - Broward Sheriff's Office	N/A	General Capital Fund	-	-	-	-	35,000	-	35,000
(1) 3 Ton CDU Trane - City Hall	N/A	General Capital Fund	-	-	-	-	3,000	-	3,000
(1) 8 Ton Split Carrier - Water Treatment Plant	N/A	General Capital Fund	-	-	-	-	-	10,000	10,000
(1) 10 Ton A/H Trane - Water Treatment Plant	N/A	General Capital Fund	-	-	-	-	-	6,000	6,000
(1) 2 Ton Split Trane - Water Treatment Plant	N/A	General Capital Fund	-	-	-	-	-	3,000	3,000
(1) 5 Ton A/H Trane - Water Treatment Plant	N/A	General Capital Fund	-	-	-	-	-	2,000	2,000
Roofing R&R Program									
City Hall	PW12B	General Capital Fund	300,000	-	-	-	-	-	300,000
Parks & Recreation Administration	PW13B	General Capital Fund	-	200,000	-	-	-	-	200,000
Replacement Irrigation System at Sports Complex	GP12F	General Capital Fund	27,000	-	-	-	-	-	27,000
Replacement TCC Ballroom Floor	GP12G	General Capital Fund	31,000	-	-	-	-	-	31,000
Replace Playground at Sports Complex	GP12H	General Capital Fund	30,000	-	-	-	-	-	30,000
Replace TurfTot Surface at Sports Complex	GP12I	General Capital Fund	35,000	-	-	-	-	-	35,000
Replace TurfTot Surface at Caporella Park	GP12J	General Capital Fund	18,000	-	-	-	-	-	18,000
Replace Playground at Caporella Park	GP12K	General Capital Fund	30,000	-	-	-	-	-	30,000
Replace City Hall Carpet	PW12C	General Capital Fund	100,000	-	-	-	-	-	100,000
TCC Dance Floor Refinish	N/A	General Fund	1,200	-	-	-	-	-	1,200
TCC Stage Floor Refinish	N/A	General Fund	800	-	-	-	-	-	800
TCC Fitness Room Wood Floor Refinish	N/A	General Fund	1,600	-	-	-	-	-	1,600
TCC Aerobic Room Floor	N/A	General Fund	13,000	-	-	-	-	-	13,000
TCC Gym Floor Refurbish	N/A	General Fund	14,000	-	-	-	-	-	14,000
Painting - City Hall Exterior	N/A	General Fund	27,000	-	-	-	-	-	27,000
Painting - BSO Exterior	N/A	General Fund	10,000	-	-	-	-	-	10,000
Painting - Fire Station 15 Exterior	N/A	General Fund	13,000	-	-	-	-	-	13,000
Painting - Fire Station 78 Exterior	N/A	General Fund	9,200	-	-	-	-	-	9,200
Painting - TCC Exterior	N/A	General Fund	25,000	-	-	-	-	-	25,000
Painting - Recreation Center Interior	N/A	General Fund	-	24,000	-	-	-	-	24,000
Painting - TCC Interior	N/A	General Fund	-	12,000	-	-	-	-	12,000
Painting - TCC Interior	N/A	General Fund	-	-	-	-	13,000	-	13,000
Painting - Tamarac Park Building	N/A	General Fund	-	-	-	-	40,000	-	40,000
Painting - Aquatic Center	N/A	General Fund	-	-	-	-	15,000	-	15,000
PUBLIC WORKS - STORMWATER									
Citywide Culvert & Headwall Improvements	SW12B & SW13B	Stormwater Capital Fund	400,000	400,000	400,000	400,000	400,000	400,000	2,400,000

City of Tamarac, Florida
FY 2012-2013 Adopted Budget

FUNDED

CAPITAL MAINTENANCE PROGRAM

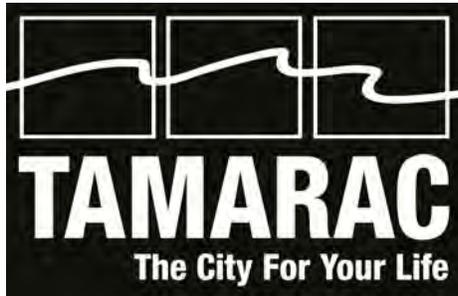
DEPARTMENT	PROJECT #	FUNDING SOURCE	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	TOTAL
UTILITIES									
Sewer Main Rehabilitation (I & I)	USMY1	Utilities R & R	300,000	300,000	300,000	400,000	400,000	400,000	2,100,000
Wastewater Pump Station Renewal	UT12D & UT13D	Utilities R & R	300,000	300,000	300,000	400,000	400,000	400,000	2,100,000
Tamarac West System Rehabilitation	UT12E & UT13E	Utilities R & R	240,000	240,000	240,000	240,000	240,000	240,000	1,440,000
Replace Existing SCADA PLC at Tract 27 & Grant's Plaza	UT12B	Utilities R & R	125,000	-	-	-	-	-	125,000
Electrical/Mechanical Pump Station Renewal	UT12F & UT13F	Utilities R & R	100,000	100,000	100,000	125,000	125,000	125,000	675,000
Renewal/Replacement at WTP	UT12G & UT13G	Utilities R & R	75,000	75,000	75,000	100,000	100,000	100,000	525,000
Rehab Above-Ground Diesel Tank at Grants Storage	UT12C	Utilities R & R	60,000	-	-	-	-	-	60,000
Irrigation Replacement	UT12H & UT13H	Utilities R & R	60,000	60,000	60,000	75,000	75,000	75,000	405,000
WTP Well Upgrade Project	UT12I & UT13I	Utilities R & R	50,000	50,000	50,000	50,000	60,000	60,000	320,000
Replace Sodium Hypochlorite Generator Plates/Rectifier	N/A	Utilities R & R	-	-	200,000	-	-	-	200,000
External Tank Coatings Rehabilitation at WTP	N/A	Utilities R & R	-	-	200,000	-	-	-	200,000
Internal Metal & Coating Rehab of WTP Accelerators & Greenleaf	N/A	Utilities R & R	-	-	-	250,000	-	-	250,000
Replace Tract 27 Pumps/Motors with VFD Drives	N/A	Utilities R & R	-	-	-	500,000	-	-	500,000
Replace Greenleaf Filter Material at WTP	N/A	Utilities R & R	-	-	-	-	600,000	-	600,000
TOTAL			\$ 2,480,000	\$ 1,910,900	\$ 1,966,500	\$ 2,635,000	\$ 2,538,000	\$ 1,821,000	\$ 13,351,400

SUMMARY OF REVENUES

General Fund	114,800	36,000	2,000	-	70,000	-	222,800
General Capital Fund	655,200	349,900	39,500	95,000	68,000	21,000	1,228,600
Stormwater Capital Fund	400,000	400,000	400,000	400,000	400,000	400,000	2,400,000
Utilities R & R	1,310,000	1,125,000	1,525,000	2,140,000	2,000,000	1,400,000	9,500,000
Total	\$ 2,480,000	\$ 1,910,900	\$ 1,966,500	\$ 2,635,000	\$ 2,538,000	\$ 1,821,000	\$ 13,351,400

SUMMARY BY PROGRAM

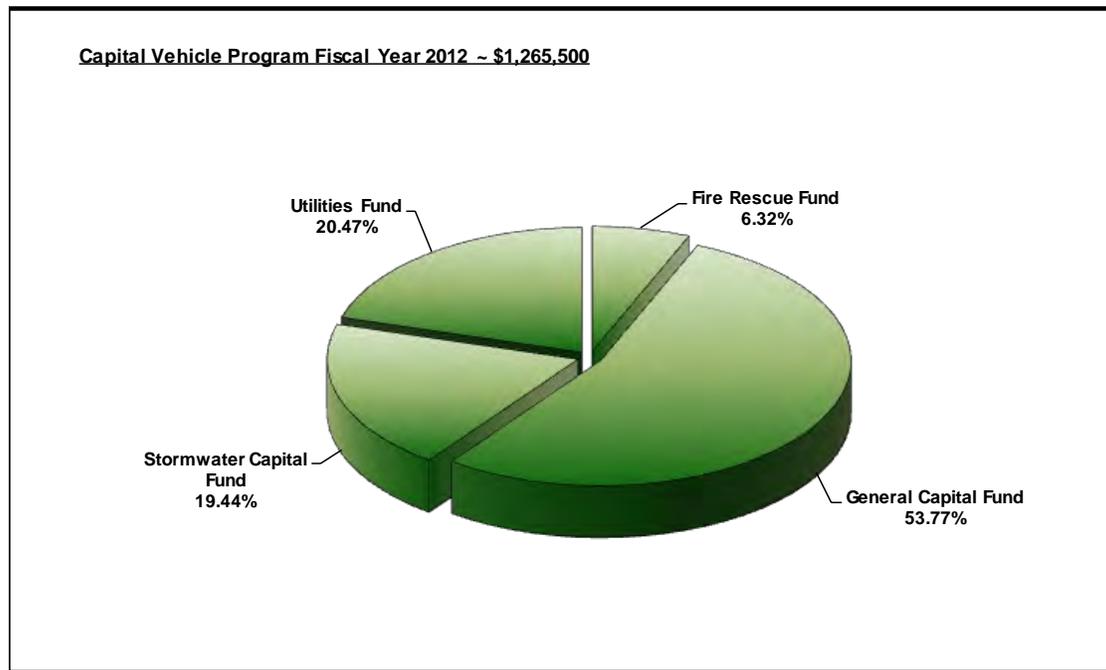
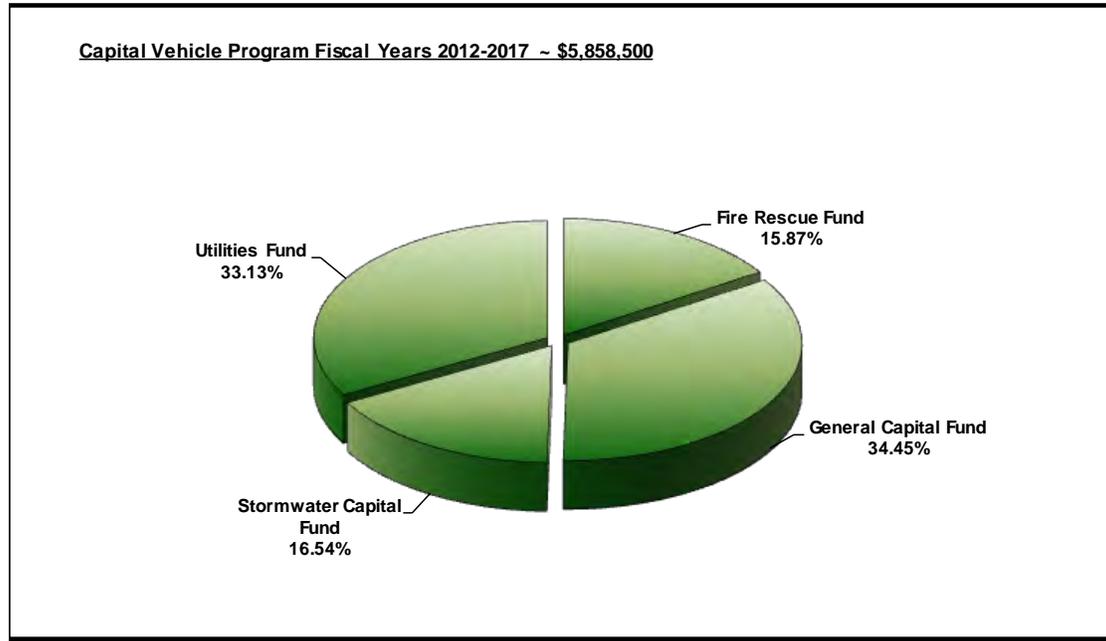
Parks & Recreation	-	-	2,000	-	2,000	-	4,000
Public Works	770,000	385,900	39,500	95,000	136,000	21,000	1,447,400
Public Works - Stormwater	400,000	400,000	400,000	400,000	400,000	400,000	2,400,000
Utilities	1,310,000	1,125,000	1,525,000	2,140,000	2,000,000	1,400,000	9,500,000
Total	\$ 2,480,000	\$ 1,910,900	\$ 1,966,500	\$ 2,635,000	\$ 2,538,000	\$ 1,821,000	\$ 13,351,400



City of Tamarac, Florida
Adopted Biennial Budget for FY 2012 and FY 2013

CAPITAL VEHICLE PROGRAM SUMMARY
6-Year Projects Summary by Funding Source

Funding Source	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	TOTAL
Fire Rescue Fund	\$ 80,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 930,000
General Capital Fund	680,500	359,000	439,000	202,000	228,000	110,000	2,018,500
Stormwater Capital Fund	246,000	120,000	105,000	-	432,000	66,000	969,000
Utilities Fund	259,000	388,000	395,000	281,000	510,000	108,000	1,941,000
GRAND TOTAL	\$ 1,265,500	\$ 1,037,000	\$ 1,109,000	\$ 653,000	\$ 1,340,000	\$ 454,000	\$ 5,858,500



City of Tamarac, Florida
FY 2012-2013 Adopted Budget

FUNDED

CAPITAL VEHICLE PROGRAM

DEPARTMENT	Unit #	FUNDING SOURCE	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	TOTAL
BUILDING									
2004 Ford Explorer XLS 4 Dr. SUV 2WD	550	Capital Equipment Fund	-	-	-	-	32,000	-	32,000
2008 Ford Ranger Ext. Cab Pickup 2WD	557	Capital Equipment Fund	-	-	-	-	-	22,000	22,000
COMMUNITY DEVELOPMENT									
1999 Chevy S/10 Std. Cab Pickup 2WD	614	Capital Equipment Fund	-	-	16,000	-	-	-	16,000
1997 Dodge Intrepid 4 Dr. Sedan 2WD	613	Capital Equipment Fund	-	-	29,000	-	-	-	29,000
2001 Chevy S/10 Std. Cab Pickup 2WD	615	Capital Equipment Fund	-	-	16,000	-	-	-	16,000
2002 Chevy S/10 Std. Cab Pickup 2WD	616	Capital Equipment Fund	-	-	16,000	-	-	-	16,000
2005 Ford Ranger Std. Cab Pickup 2WD	6554	Capital Equipment Fund	-	-	-	-	18,000	-	18,000
FIRE RESCUE ⁽¹⁾									
2003 Ford Crown Victoria 4 Dr. Pursuit Vehicle	340	Capital Equipment Fund	26,000	-	-	-	-	-	26,000
Fire Battalion Chief Response Vehicle	New	Capital Equipment Fund	40,000	-	-	-	-	-	40,000
Lease 2000 Rescue/Ambulance (Est. Cost \$235,000)	337	Fire Rescue Fund	40,000	40,000	40,000	40,000	40,000	40,000	240,000
Lease 2001 Rescue/Ambulance (Est. Cost \$235,000)	338	Fire Rescue Fund	40,000	40,000	40,000	40,000	40,000	40,000	240,000
Lease 2004 Rescue/Ambulance (Est. Cost \$240,000)	342	Fire Rescue Fund	-	45,000	45,000	45,000	45,000	45,000	225,000
Lease 2004 Rescue/Ambulance (Est. Cost \$240,000)	345	Fire Rescue Fund	-	45,000	45,000	45,000	45,000	45,000	225,000
2004 Ford Crown Victoria	341	Capital Equipment Fund	-	28,000	-	-	-	-	28,000
1996 Ford F250 Std. Cab	325	Capital Equipment Fund	-	21,000	-	-	-	-	21,000
2000 Dodge Intrepid	336	Capital Equipment Fund	-	28,000	-	-	-	-	28,000
2005 Chevy 1500 Ext. Cab Pickup 2WD	349	Capital Equipment Fund	-	-	-	-	35,000	-	35,000
INFORMATION TECHNOLOGY									
2001 Ford E250 2 Dr. Van-Cargo 2WD	100	Capital Equipment Fund	-	-	-	-	27,000	-	27,000
PARKS & RECREATION									
2000 Dodge B3500 Passenger Van (Handicap)	814	Capital Equipment Fund	68,500	-	-	-	-	-	68,500
2001 Dodge Intrepid SE 4 Dr. Sedan	817	Capital Equipment Fund	26,000	-	-	-	-	-	26,000
2002 Blue Bird 22 Passenger Bus (Handicap)	818	Capital Equipment Fund	132,000	-	-	-	-	-	132,000
2002 Ford E350 10 Passenger Bus (Handicap)	819	Capital Equipment Fund	68,500	-	-	-	-	-	68,500
2003 Ford E450 20 Passenger 25' Bus (Handicap)	820	Capital Equipment Fund	80,000	-	-	-	-	-	80,000
2005 Chevy Venture Pass HC Van	822	Capital Equipment Fund	-	50,000	-	-	-	-	50,000
2005 Chevy Venture Pass HC Van	823	Capital Equipment Fund	-	50,000	-	-	-	-	50,000
2000 Chevy Venture 2 Dr. Van-HC 2WD	702	Capital Equipment Fund	-	-	-	30,000	-	-	30,000
2000 Ford Explorer XLS 4 Dr. SUV 4WD	704	Capital Equipment Fund	-	-	-	32,000	-	-	32,000
2000 Ford F150 Std Cab Pickup 2WD	703	Capital Equipment Fund	-	-	-	24,000	-	-	24,000
2002 Ford Explorer XLS 4 Dr. SUV 4WD	706	Capital Equipment Fund	-	-	-	-	34,000	-	34,000
PUBLIC WORKS									
1995 Ford F800 6 Yd. Dump Truck	2006	Capital Equipment Fund	68,000	-	-	-	-	-	68,000
2000 Ford Explorer XLS 4 Dr. 4WD	2034	Capital Equipment Fund	26,000	-	-	-	-	-	26,000
2000 Ford F350 Crew Cab Fleetside Pickup 4WD DRW	2036	Capital Equipment Fund	39,000	-	-	-	-	-	39,000
1998 Chevy 3500 Crew Cab Fleetside Pickup 4WD	2023	Capital Equipment Fund	38,500	-	-	-	-	-	38,500
1995 Ford F800 10 Yd. Dump Truck	2003	Capital Equipment Fund	68,000	-	-	-	-	-	68,000
1999 Chevy 3500 14' 3 Yd.	2026	Capital Equipment Fund	-	50,000	-	-	-	-	50,000
1996 Ford F250 Std. Cab w/Utility Bed	2018	Capital Equipment Fund	-	26,000	-	-	-	-	26,000
1997 Ford Ranger Std. Cab	2548	Capital Equipment Fund	-	15,000	-	-	-	-	15,000
2000 Ford Explorer XLS	2033	Capital Equipment Fund	-	28,000	-	-	-	-	28,000
1996 Jeep Cherokee	2016	Capital Equipment Fund	-	25,000	-	-	-	-	25,000
1998 Dodge 2500 Ext. Cab	2021	Capital Equipment Fund	-	38,000	-	-	-	-	38,000
2004 Chevy 2500 Crew Cab Pickup 2WD	2708	Capital Equipment Fund	-	-	30,000	-	-	-	30,000
2004 Chevy 2500 Std. Cab Pickup 2WD	2709	Capital Equipment Fund	-	-	22,000	-	-	-	22,000
2001 Ford F750 14' 6 Yd. Std. Cab HD Truck 2WD	2044	Capital Equipment Fund	-	-	75,000	-	-	-	75,000
2005 Chevy 2500 Crew Cab Pickup 2WD	2711	Capital Equipment Fund	-	-	30,000	-	-	-	30,000
2002 Ford F250 Std Cab Pickup 4WD	2045	Capital Equipment Fund	-	-	46,000	-	-	-	46,000
2001 Ford Explorer XLS 4 Dr. SUV 4WD	2038	Capital Equipment Fund	-	-	30,000	-	-	-	30,000
2002 Ford F350 Ext. Cab Pickup 4WD	2046	Capital Equipment Fund	-	-	50,000	-	-	-	50,000
2003 Chevy 2500 Std. Cab Pickup 4WD	2050	Capital Equipment Fund	-	-	25,000	-	-	-	25,000
2000 Ford E250 2 Dr. Van 2WD	2035	Capital Equipment Fund	-	-	24,000	-	-	-	24,000
2003 Ford Explorer XLS 4 Dr. SUV 4WD	2052	Capital Equipment Fund	-	-	30,000	-	-	-	30,000
2003 Ford Explorer XLS 4 Dr. SUV 4WD	2051	Capital Equipment Fund	-	-	-	32,000	-	-	32,000
2003 Ford F350 Crew Cab Pickup 2WD	2707	Capital Equipment Fund	-	-	-	50,000	-	-	50,000
1996 Chevy S10 Std. Cab Pickup 2WD	547	Capital Equipment Fund	-	-	-	17,000	-	-	17,000
2000 Ford Ranger Std. Cab Pickup 2WD	549	Capital Equipment Fund	-	-	-	17,000	-	-	17,000
2005 Chevy 2500 Std. Cab Pickup 2WD	2058	Capital Equipment Fund	-	-	-	-	26,000	-	26,000
2005 Chevy 2500 Std. Cab Pickup 2WD	2060	Capital Equipment Fund	-	-	-	-	26,000	-	26,000
2002 Chevy 3500 15 Passenger 2 Dr. Van 2WD	339	Capital Equipment Fund	-	-	-	-	30,000	-	30,000
2004 Chevy 1500 Ext. Cab Pickup 2WD	2055	Capital Equipment Fund	-	-	-	-	-	31,000	31,000
2005 Chevy 2500 Std. Cab Pickup 2WD	2712	Capital Equipment Fund	-	-	-	-	-	28,000	28,000
2004 Ford E250 2 Dr. Van 2WD	2056	Capital Equipment Fund	-	-	-	-	-	29,000	29,000
PUBLIC WORKS - STORMWATER									
2000 Johnston Series 605 Street Sweeper	2028	Stormwater Fund	210,000	-	-	-	-	-	210,000
1998 Dodge Ram 2500 Ext-Cab Pickup 4WD	2022	Stormwater Fund	36,000	-	-	-	-	-	36,000
2000 Sterling SLT7500 15 Yd.	2029	Stormwater Fund	-	120,000	-	-	-	-	120,000
2001 Ford F750 14' 7 Yd. Std. Cab HD Truck 2WD	2043	Stormwater Fund	-	-	75,000	-	-	-	75,000
2003 Chevy 2500 Ext. Cab Pickup 4WD	2049	Stormwater Fund	-	-	30,000	-	-	-	30,000
2006 Sterling LT7501 Vac Con Std. Cab HD Truck 2WD	2070	Stormwater Fund	-	-	-	-	330,000	-	330,000
2005 Chevy 3500 Std. Cab Pickup 4WD	2061	Stormwater Fund	-	-	-	-	50,000	-	50,000
2003 Ford F450 Std. Cab Pickup 4WD	2053	Stormwater Fund	-	-	-	-	52,000	-	52,000
2006 Chevy 2500 Std. Cab Pickup 4WD	2063	Stormwater Fund	-	-	-	-	-	35,000	35,000
2004 Chevy 1500 Ext. Cab Pickup 2WD	2054	Stormwater Fund	-	-	-	-	-	31,000	31,000

City of Tamarac, Florida
FY 2012-2013 Adopted Budget

FUNDED

CAPITAL VEHICLE PROGRAM

DEPARTMENT	Unit #	FUNDING SOURCE	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	TOTAL
UTILITIES									
1992 International 4700 10 Yd. Dump Truck	468	Utilities Fund	68,000	-	-	-	-	-	68,000
1995 GMC 2500 Pickup Std. Cab/Bed	488	Utilities Fund	21,000	-	-	-	-	-	21,000
1997 Ford F800 Vac Con Rodder Truck	497	Utilities Fund	170,000	-	-	-	-	-	170,000
2000 Dodge 2500 Std. Cab	4024	Utilities Fund	-	26,000	-	-	-	-	26,000
1993 Ford F250 Std. Cab	478	Utilities Fund	-	21,000	-	-	-	-	21,000
1999 Chevy 3500 14' Dump Body	4018	Utilities Fund	-	50,000	-	-	-	-	50,000
1998 Chevy S/10 Std. Cab	548	Utilities Fund	-	15,000	-	-	-	-	15,000
1996 Chevy Panel Van (Video)	4001	Utilities Fund	-	250,000	-	-	-	-	250,000
2004 Chevy 2500 Std. Cab	4034	Utilities Fund	-	26,000	-	-	-	-	26,000
2003 Chevy S/10 Std. Cab Pickup 2WD	4029	Utilities Fund	-	-	16,000	-	-	-	16,000
2000 Sterling SLT7500 15 Yd. Std. Cab HD Truck 2WD	4021	Utilities Fund	-	-	125,000	-	-	-	125,000
2002 Ford F350 Std. Cab Pickup 4WD	4027	Utilities Fund	-	-	43,000	-	-	-	43,000
1996 Ford F250 Std. Cab Pickup 2WD	4000	Utilities Fund	-	-	27,000	-	-	-	27,000
1999 Sterling Tractor LT 9501 Std. Cab HD Truck 2WD	4020	Utilities Fund	-	-	100,000	-	-	-	100,000
1998 Dodge 2500 Std. Cab Pickup 2WD	4015	Utilities Fund	-	-	27,000	-	-	-	27,000
2005 Chevy 1500 Ext. Cab Pickup 2WD	4036	Utilities Fund	-	-	30,000	-	-	-	30,000
2005 Chevy 2500 Std. Cab Pickup 2WD	4037	Utilities Fund	-	-	27,000	-	-	-	27,000
2000 Ford Explorer XLS 4 Dr. SUV 4WD	4023	Utilities Fund	-	-	-	32,000	-	-	32,000
2004 Chevy 2500 Std. Cab Pickup 2WD	4033	Utilities Fund	-	-	-	24,000	-	-	24,000
2005 Ford F350 Std. Cab Pickup 2WD	4040	Utilities Fund	-	-	-	46,000	-	-	46,000
2000 Sterling LT 7501 Crane Std. Cab HD Truck 2WD	4025	Utilities Fund	-	-	-	150,000	-	-	150,000
2005 Chevy 2500 Std. Cab Pickup 2WD	4038	Utilities Fund	-	-	-	29,000	-	-	29,000
2005 Chevy 2500 Std. Cab Pickup 2WD	4039	Utilities Fund	-	-	-	-	31,000	-	31,000
2002 Ford Explorer XLS 4 Dr. SUV 4WD	4028	Utilities Fund	-	-	-	-	34,000	-	34,000
2006 Sterling SLT7500 12 Yd. Dump Std. Cab HD Truck 2WD	4041	Utilities Fund	-	-	-	-	84,000	-	84,000
2006 Chevy 2500 Std. Cab Pickup 2WD	4050	Utilities Fund	-	-	-	-	31,000	-	31,000
2007 Sterling LT 7501 Vac Con Std. Cab HD Truck 2WD	4057	Utilities Fund	-	-	-	-	330,000	-	330,000
2008 Ford Ranger Ext. Cab Pickup 2WD	4053	Utilities Fund	-	-	-	-	-	22,000	22,000
2004 Ford Explorer XLS 4 Dr. SUV 2WD	4031	Utilities Fund	-	-	-	-	-	33,000	33,000
2008 Ford Ranger Ext. Cab Pickup 2WD	4054	Utilities Fund	-	-	-	-	-	22,000	22,000
2004 Chevy 1500 Ext. Cab Pickup 2WD	4030	Utilities Fund	-	-	-	-	-	31,000	31,000
TOTAL			\$ 1,265,500	\$ 1,037,000	\$ 1,109,000	\$ 653,000	\$ 1,340,000	\$ 454,000	\$ 5,858,500

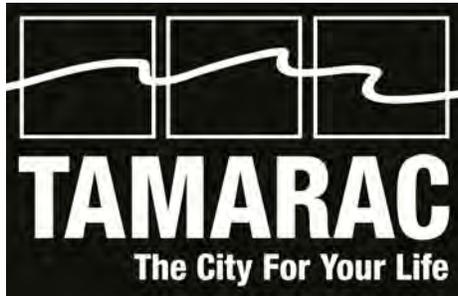
SUMMARY OF REVENUES

Fire Rescue Fund	80,000	170,000	170,000	170,000	170,000	170,000	930,000
Capital Equipment Fund	680,500	359,000	439,000	202,000	228,000	110,000	2,018,500
Stormwater Fund	246,000	120,000	105,000	-	432,000	66,000	969,000
Utilities Fund	259,000	388,000	395,000	281,000	510,000	108,000	1,941,000
Total	\$ 1,265,500	\$ 1,037,000	\$ 1,109,000	\$ 653,000	\$ 1,340,000	\$ 454,000	\$ 5,858,500

SUMMARY BY PROGRAM

Building	-	-	-	-	32,000	22,000	54,000
Community Development	-	-	77,000	-	18,000	-	95,000
Fire Rescue	146,000	247,000	170,000	170,000	205,000	170,000	1,368,000
Information Technology	-	-	-	-	27,000	-	287,000
Parks & Recreation	375,000	100,000	-	86,000	34,000	-	595,000
Public Works	239,500	182,000	362,000	116,000	82,000	88,000	1,589,500
Public Works - Stormwater	246,000	120,000	105,000	-	432,000	66,000	1,489,000
Utilities	259,000	388,000	395,000	281,000	510,000	108,000	2,461,000
Total	\$ 1,265,500	\$ 1,037,000	\$ 1,109,000	\$ 653,000	\$ 1,340,000	\$ 454,000	\$ 5,858,500

⁽⁴⁾ Fire Rescue Operating Leases funded in Fire Rescue Fund (120); Capital Leases funded via transfer from Fire Rescue Fund (120) to Capital Equipment Fund (301)

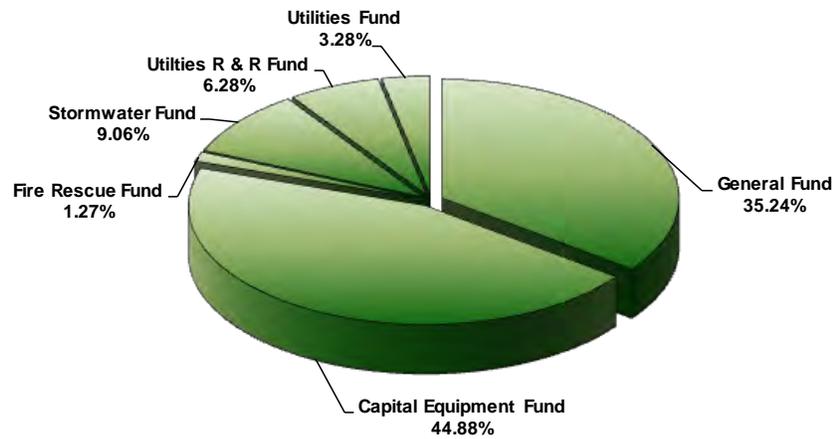


City of Tamarac, Florida
 Adopted Biennial Budget for FY 2012 and FY 2013

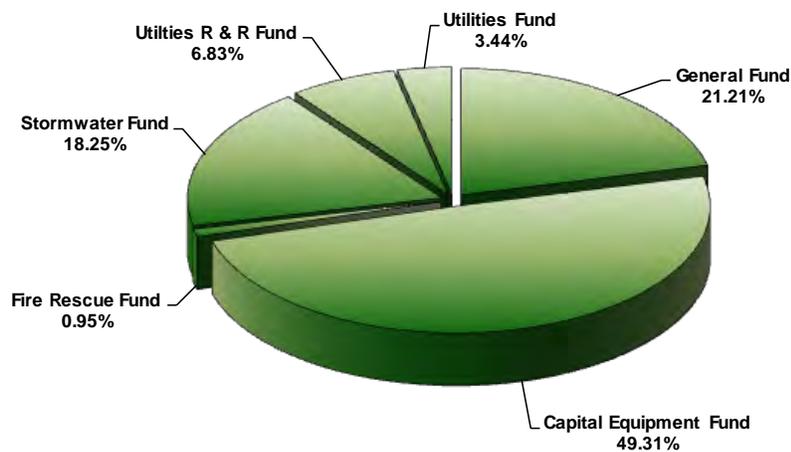
CAPITAL EQUIPMENT PROGRAM SUMMARY
6-Year Projects Summary by Funding Source

Funding Source	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	TOTAL
General Fund	\$ 201,735	\$ 103,265	\$ 210,915	\$ 71,915	\$ 69,015	\$ 72,915	\$ 729,760
Capital Equipment Fund	469,000	180,500	140,000	140,000	-	-	929,500
Fire Rescue Fund	9,000	4,333	4,333	4,333	4,333	-	26,333
Stormwater Fund	173,575	14,065	-	-	-	-	187,640
Utilities R & R Fund	65,000	65,000	-	-	-	-	130,000
Utilities Fund	32,750	35,100	-	-	-	-	67,850
GRAND TOTAL	\$ 951,060	\$ 402,263	\$ 355,248	\$ 216,248	\$ 73,348	\$ 72,915	\$ 2,071,083

Capital Equipment Program Fiscal Years 2012-2017 ~ \$2,071,083



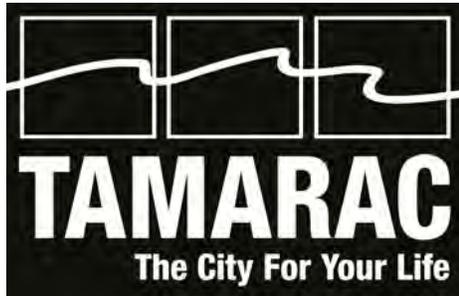
Capital Equipment Program Fiscal Year 2012 ~ \$951,060



City of Tamarac, Florida
FY 2012-2013 Adopted Budget

FUNDED
CAPITAL EQUIPMENT PROGRAM

DEPARTMENT	Asset #	FUNDING SOURCE	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	TOTAL
FIRE RESCUE									
Replacement Station Exhaust Extractor System	N/A	Capital Equipment Fund	120,000	-	-	-	-	-	120,000
Firefighting Equipment Bundle for New Fire Apparatus	N/A	Capital Equipment Fund	90,000	-	-	-	-	-	90,000
Replacement Hydraulic Vehicle Extrication Tools	N/A	Capital Equipment Fund	82,000	-	-	-	-	-	82,000
Replacement/Upgrade Radios	N/A	Capital Equipment Fund	50,000	50,000	50,000	50,000	-	-	200,000
Replacement SCBA	N/A	Capital Equipment Fund	90,000	90,000	90,000	90,000	-	-	360,000
Fire Stimulation Training Software	N/A	Fire Rescue Fund	9,000	-	-	-	-	-	9,000
Replacement RAD-57 CO Monitoring Device	N/A	Capital Equipment Fund	9,000	-	-	-	-	-	9,000
(10) Laptop Computer Leases (Toughbooks)	N/A	Fire Rescue Fund	-	4,333	4,333	4,333	4,333	-	17,333
Replacement Thermal Imager	N/A	Capital Equipment Fund	-	10,000	-	-	-	-	10,000
Replacement of Fitness Equipment	N/A	Capital Equipment Fund	-	5,000	-	-	-	-	5,000
Replacement of Transport Ventilators	N/A	Capital Equipment Fund	-	12,000	-	-	-	-	12,000
Replacement RAD-57 CO Monitoring Device	N/A	Capital Equipment Fund	-	13,500	-	-	-	-	13,500
INFORMATION TECHNOLOGY									
Replacement Firewall for City Internet	N/A	General Fund	2,100	-	-	-	-	-	2,100
Replacement Microphone System Conference Room 105	N/A	General Fund	14,000	-	-	-	-	-	14,000
Replacement Domain Servers for Utilities WTP	N/A	General Fund	9,000	-	-	-	-	-	9,000
Replacement KVM Device - City Hall	N/A	General Fund	2,000	-	-	-	-	-	2,000
Replacement KVM Device - Fire Station 15	N/A	General Fund	2,000	-	-	-	-	-	2,000
Replacement Credit Card Readers and Pads	N/A	General Fund	7,000	-	-	-	-	-	7,000
Annual Computer Leases	N/A	General Fund	60,915	60,915	60,915	60,915	60,915	60,915	365,490
Additional Storage Chasis and Hard Drives	N/A	General Fund	-	6,000	-	-	-	-	6,000
Replacement Scanners for Financial Services	N/A	General Fund	-	9,000	-	-	-	-	9,000
PARKS AND RECREATION									
Pool Lift Chair	N/A	General Fund	6,600	-	-	-	-	-	6,600
Eight (8) Security Cameras for Recreation Building	N/A	General Fund	13,500	-	-	-	-	-	13,500
Eleven (11) Security Cameras for Community Center	N/A	General Fund	16,500	-	-	-	-	-	16,500
Two (2) ID Card Printers	N/A	General Fund	6,000	-	-	-	-	-	6,000
ID Card Reader	N/A	General Fund	2,700	-	-	-	-	-	2,700
Replacement Multi-Purpose Center Bleachers	N/A	General Fund	28,820	-	-	-	-	-	28,820
Two (2) Digital Marquee Signs	N/A	General Fund	-	20,000	-	-	-	-	20,000
Automatic Pool Cleaner	N/A	General Fund	-	5,600	-	-	-	-	5,600
Portable Sound System	N/A	General Fund	-	1,750	-	-	-	-	1,750
Generator for Recreation Center	N/A	General Fund	-	-	150,000	-	-	-	150,000
Replacement Projector and Screen Recreation Center	N/A	General Fund	-	-	-	7,500	-	-	7,500
ID Card Printer	N/A	General Fund	-	-	-	3,500	-	-	3,500
Replacement (3) Water Fountains @ MPC	N/A	General Fund	-	-	-	-	8,100	-	8,100
Replacement Sound System Rec and TCC Aerobic Room	N/A	General Fund	-	-	-	-	-	12,000	12,000
PUBLIC WORKS									
Replacement Toro Infield Pro	N/A	Capital Equipment Fund	18,000	-	-	-	-	-	18,000
City Facility & Public Space Recycling	N/A	Capital Equipment Fund	10,000	-	-	-	-	-	10,000
Replacement Battery for Portable Traffic Lights	N/A	General Fund	25,000	-	-	-	-	-	25,000
Concrete Saw	N/A	General Fund	1,000	-	-	-	-	-	1,000
Concrete Saw Blades	N/A	General Fund	1,000	-	-	-	-	-	1,000
Concrete Float Machine	N/A	General Fund	1,000	-	-	-	-	-	1,000
Trailer Pressure Cleaner	N/A	General Fund	2,600	-	-	-	-	-	2,600
PUBLIC WORKS - STORMWATER									
50 Gallon Spray Rig	N/A	Stormwater Fund	3,200	-	-	-	-	-	3,200
100 Gallon Spray Rig	N/A	Stormwater Fund	3,300	-	-	-	-	-	3,300
John Deer 6x4 Gator	N/A	Stormwater Fund	11,000	-	-	-	-	-	11,000
2011 Lowe Roughneck R1860SC Standard Model Spray Boat	N/A	Stormwater Fund	13,395	-	-	-	-	-	13,395
2011 EH -120S Aquatic Plant Harvester w/TTRC-12 Trailer	N/A	Stormwater Fund	142,680	-	-	-	-	-	142,680
2011 Lowe Roughneck R1860SC Standard Model Spray Boat	N/A	Stormwater Fund	-	14,065	-	-	-	-	14,065
UTILITIES									
Replacement Pumps for Wastewater Pump Stations	N/A	Utilities R & R Fund	65,000	65,000	-	-	-	-	130,000
Gas Monitors	N/A	Utilities Fund	8,500	-	-	-	-	-	8,500
Utility Location Transmitter & Receiver	N/A	Utilities Fund	6,150	-	-	-	-	-	6,150
Shorty Track Sewer Camera Transporter	N/A	Utilities Fund	9,500	-	-	-	-	-	9,500
Pipe Cutting Chain Saw	N/A	Utilities Fund	5,500	-	-	-	-	-	5,500
12" AC Pipe Cutter w/extension	N/A	Utilities Fund	1,200	-	-	-	-	-	1,200
3' Trash Pump	N/A	Utilities Fund	1,900	-	-	-	-	-	1,900
Pan & Tilt Sanitary Sewer Camera	N/A	Utilities Fund	-	21,000	-	-	-	-	21,000
500' of 1" 3000 PSI Hose	N/A	Utilities Fund	-	1,800	-	-	-	-	1,800
2" Trash Pump	N/A	Utilities Fund	-	1,300	-	-	-	-	1,300
Engineering HP 1050C Plotter	N/A	Utilities Fund	-	11,000	-	-	-	-	11,000
TOTAL			\$ 951,060	\$ 402,263	\$ 355,248	\$ 216,248	\$ 73,348	\$ 72,915	\$ 2,071,083
SUMMARY OF REVENUES									
	General Fund		201,735	103,265	210,915	71,915	69,015	72,915	729,760
	Capital Equipment Fund		469,000	180,500	140,000	140,000	-	-	929,500
	Fire Rescue Fund		9,000	4,333	4,333	4,333	4,333	-	26,333
	Stormwater Fund		173,575	14,065	-	-	-	-	187,640
	Utilities R & R Fund		65,000	65,000	-	-	-	-	130,000
	Utilities Fund		32,750	35,100	-	-	-	-	67,850
	Total		\$ 951,060	\$ 402,263	\$ 355,248	\$ 216,248	\$ 73,348	\$ 72,915	\$ 2,071,083
SUMMARY BY PROGRAM									
	Fire Rescue		450,000	184,833	144,333	144,333	4,333	-	927,833
	Information Technology		97,015	75,915	60,915	60,915	60,915	60,915	416,590
	Parks & Recreation		74,120	27,350	150,000	11,000	8,100	12,000	282,570
	Public Works		58,600	-	-	-	-	-	58,600
	Public Works - Stormwater		173,575	14,065	-	-	-	-	187,640
	Utilities		97,750	100,100	-	-	-	-	197,850
	Total		\$ 951,060	\$ 402,263	\$ 355,248	\$ 216,248	\$ 73,348	\$ 72,915	\$ 2,071,083



DEBT MANAGEMENT

The City's primary objective in debt management is to keep the level of indebtedness within legal debt limitations established by resolution and keeping the cost to the taxpayer at a minimum. While the City has set no legal debt limit, specific policies have been established as part of the Debt Management Policies.

One such policy is that any capital project financed through the issuance of general obligation, revenue and/or special assessment bonds shall be issued for a period of not more than twenty years or for a period exceeding the expected useful life of the asset or project. The City is required to maintain debt service ratios at levels for compliance with coverage requirements in bond documents.

There are several key debt ratios that investors and financial analysts use when reviewing a city's credit worthiness. As part of its overall policies, the City reviews such ratios used by the national credit rating agencies. Additionally, the financial management policies that are in place have allowed the City to build up the General Fund reserves and commit to sound financial practices.

The City's enterprise and general obligation debt continues to be "self supporting" in that this debt is secured solely by pledges of enterprise revenues and ad valorem taxes which adequately cover debt service on these bonds. Furthermore, many of the Governmental revenue bonds are supported by revenues specifically earmarked for such purpose, such as Sales Tax Revenue Bonds.

The City has significant non-ad valorem revenue debt capacity remaining and is in compliance with its anti-dilution tests. However, in as much as all City revenues, unless restricted to a specific purpose, are being used to pay debt service or to fund City operations, any use of City revenues to secure and pay additional debt could impact City operations unless additional revenues are identified.

Bond Ratings

Due to the variety of debt issues, there is more than one set of ratings for the City. The rating agencies have separately rated bonds of the City which are secured by specific or general revenue pledges.

The City's general obligation credit rating is AA by Standard and Poor's Rating Services and an AA from Fitch Ratings reaffirmed in 2011.

The ratings on the City's Capital Improvement Revenue Bond, Series 2005 which has a Covenant to Budget and Appropriate legally available non-ad valorem revenues is A+ from Standard & Poor's, AA- from Fitch Ratings and an A2 from Moody's.

The ratings on the City's Sales Tax Revenue Refunding Bonds, Series 2009 received an underlying rating of A2 from Moody's and AA- from Fitch Ratings.

The ratings on the City's Utility System Revenue Bonds, Series 2009, were upgraded to 'AA' from 'AA-' on June 14, 2011.

The ratings on the City's Stormwater System Revenue Bonds, Series 2009, were upgraded to 'AA' from 'AA-' on June 14, 2011.

DEBT MANAGEMENT

In addition to the underlying ratings, two of the bonds have also been insured by the major insurance providers including MBIA and FSA. In late calendar year 2007, many of the municipal bond insurance providers have come under intense scrutiny due to their involvement with insuring sub-prime mortgage backed obligations. All insurers have been subsequently downgraded with FSA experiencing the most recent downgrade.

Debt Per Capita

Direct debt is defined as a government unit's gross debt less the enterprise system's self-supporting debt. The City's goal is to maintain Direct Debt Per Capita at or below the standard municipal rating agency median for cities of comparable size. In any case the amount should not exceed 135% of such median. Direct Debt Per Capita shall be calculated by dividing the Governmental Direct Debt by the most current population within the City. Our Direct Debt per Capita is estimated at \$826 for fiscal year ended September 30, 2011.

The overall debt positions for the City estimated for September 30, 2011 is as follows:

Category	Outstanding	Percentage of Total
General Obligation Debt	\$ 1,363,431	2.02%
Governmental Fund Debt	48,551,000	72.08%
Enterprise -Water & Sewer Debt	13,540,000	20.10%
Enterprise -Stormwater Debt	3,905,000	5.80%
	<u>\$ 67,359,431</u>	<u>100.00%</u>

City of Tamarac, Florida
Adopted Biennial Budget for FY 2012 and FY 2013

FY 2012 - FY 2013 DEBT SERVICE SCHEDULE

	Original Issue Amount	Outstanding Principal 9/30/2011	FY 2012 Principal	FY 2012 Interest	FY 2012 Requirement	FY 2013 Principal	FY 2013 Interest	FY 2013 Requirement
Governmental Funds								
G.O. Bonds, Series 1998	\$ 3,250,000	\$ 1,363,431	\$ 204,168	\$ 50,032	\$ 254,200	\$ 204,200	\$ 49,500	253,700
Sales Tax Revenue Bonds, Series 2002 (Public Facilities)	13,410,000	630,000	630,000	411,400	1,041,400	-	-	-
Capital Improvement Revenue Bonds, Series 2005	15,000,000	13,995,000	250,000	641,900	891,900	285,000	632,500	917,500
Sales Tax Revenue Bonds, Series 2009 (Public Facilities)	5,350,000	4,560,000	500,000	171,500	671,500	520,000	152,600	672,600
Sales Tax Revenue Bonds, Series 2010 (Streets)	9,501,000	9,366,000	4,000	210,800	214,800	659,000	210,700	869,700
Taxable Redevelopment Note Series 2011	20,000,000	20,000,000	-	310,000	310,000	-	310,000	310,000
Total Governmental Funds	\$66,511,000	\$49,914,431	\$1,588,168	\$1,795,632	\$ 3,383,800	\$1,668,200	\$1,355,300	\$ 3,023,500
	Original Issue Amount	Outstanding Principal 9/30/2011	FY 2012 Principal	FY 2012 Interest	FY 2012 Requirement	FY 2013 Principal	FY 2013 Interest	FY 2013 Requirement
Enterprise Funds								
Utilities System Refunding, Series 2009	\$14,020,000	\$13,540,000	\$ 250,000	\$ 654,400	\$ 904,400	\$ 260,000	\$ 644,400	\$ 904,400
Stormwater System Revenue, Series 2009	4,345,000	3,905,000	235,000	169,100	404,100	240,000	159,400	399,400
Total Enterprise Funds	\$18,365,000	\$17,445,000	\$ 485,000	\$ 823,500	\$ 1,308,500	\$ 500,000	\$ 803,800	\$ 1,303,800
TOTAL DEBT SERVICE	\$84,876,000	\$67,359,431	\$2,073,168	\$2,619,132	\$ 4,692,300	\$2,168,200	\$2,159,100	\$ 4,327,300

TAMARAC STATISTICS

Date of Incorporation **July 19, 1963**

Date of Adoption of City Charter **May 19, 1971**

Area Within City Limits

Land Area 11.858 Square Miles
 Water Area 1.104 Square Miles
Total Area 12.962 Square Miles

Population 60,427

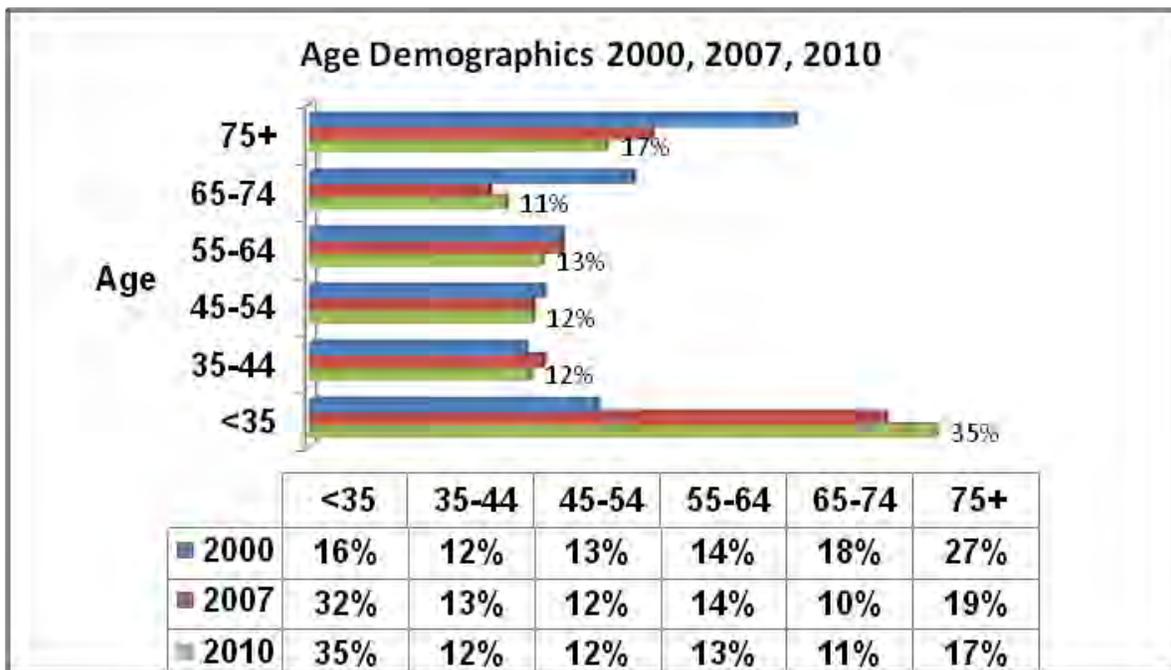
Registered Voters 38,128

Number of Years Lived in Tamarac

< 5 years 26.6%
 5-10 years 33.8%
 11-20 years 26.6%
 20+ years 13.0%

Demographic Breakdown

	<u>2000</u>	<u>2007</u>	<u>2010</u>
Median Age	52.9	49.3	47.1
White	77%	70.7%	67.2%
African American	9%	19.3%	23.1%
Some Other Race	14%	10.0%	9.7%
Hispanic Heritage	17%	23.0%	24.3%



TAMARAC STATISTICS

Five Largest Employers

Convergys Customer Management
 City Furniture
 University Hospital & Medical Center
 Publix Supermarkets (3)
 City of Tamarac

of Employees

950
 825
 750
 391
 345

Five Highest Property Values/Taxpayers

City Furniture
 Advance Business Associates
 Florida Power & Light
 University Hospital & Medical Center
 DDRM Midway Plaza LLC

Millions

\$48.2
 48.1
 47.9
 43.2
 31.3

Education

Number of Schools
 Number of Classroom Teachers
 Number of Students Registered

3
 237
 4,148

Police Protection

The City has contracted with the Broward County Sheriff's Office (BSO) to provide police protection services.



TAMARAC STATISTICS

Fire Protection

Number of Stations	3
Uniformed Employees	97
Non-Uniformed Employees	5
# of Daily Emergency Response Units	7



Municipal Utilities

	<u>Water</u>	<u>Sewer</u>	<u>Stormwater</u>
Active Accounts	18,926	18,787	18,390
Miles of Mains	253.9	188.3	78
Plants**	1	**	---
Capacity, Millions of Gallons/Day	20	**	403,200,000
Fire Hydrants	2,077	---	---
Pumping Stations	2	83	3

**In September 1987, the City joined the North Broward Regional Wastewater system and discontinued its own facilities.

Streets, Storm Sewers, Waterways

Streets	120 Miles
Storm Sewers	78 Miles
Waterways	680 Acres



TAMARAC STATISTICS

Parks & Recreation

	<u>Acres</u>
Landings Park	1.5
Tamarac Park	10.4
Tamarac Commons Park	0.5
Veteran's Park	6.3
Caporella Park	9.3
Sports Complex	36
Wildlife Preserve	6.5
Sunset Point Park	8.5
Caporella Aquatic Center	5
Gary B Jones Park for People & Pups	3.5
Tephford Park	57.1
Tamarac Community Center	5
Undeveloped	4
Total Acres	153.6

Parks Facilities

Roller-Hockey Rink
 Tennis & Basketball Courts
 Handball Courts
 Boat Ramps
 Picnic Areas & Shelters
 Soccer/Football Fields
 Covered Playgrounds
 Baseball/Softball Fields
 Exercise Trails
 Fishing Piers
 Band Shell
 Community Center
 Recreation Center & Multi-Purpose Center
 25 Yard x 25 Meter Heated Pool
 Children's Water Playground & Fitness Center



GLOSSARY OF COMMONLY USED ACRONYMS

ADA (Americans With Disabilities Act) This Act prohibits discrimination against people with disabilities in employment, transportation, public accommodation, communications, and governmental activities.

ALS (Advanced Life Support) A set of life saving protocols and skills that extend Basic Life Support to further support the circulation and provide an open airway and adequate ventilation (breathing).

ARRA (American Recovery and Reinvestment Act) The American Recovery and Reinvestment Act of 2009 (ARRA) is an economic stimulus bill created to help the United States economy recover from an economic downturn that began in late 2007. Congress enacted ARRA February 17, 2009.

CIAC (Contributions In Aid of Construction) Acronym for Contributions In Aid of Construction, which is a definition used for the calculation of impact fee revenues paid by developers to cover the increased capacity costs of connecting to the City's water and sewer system.

CIP (Capital Improvement Project) Major construction, acquisition, or renovation activities which add value to the physical assets of a government, or significantly increase their useful life. Also called capital projects.

CPI (Consumer Price Index) A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

COLA (Cost-of-Living Adjustment) An increase in salaries to offset the adverse effect of inflation on compensation.

ERC (Equivalent Residential Unit) A measure used for Water and Stormwater rates. An average home equals one Equivalent Residential Unit. The ERC for commercial units are calculated on a case-by-case basis.

FY (Fiscal Year) A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. For Tamarac, this twelve-month period is October 1 to September 30.

FTE (Full Time Equivalent) A measure of the workforce utilized to arrive at the number of equivalent full-time positions rather than a simple headcount. For purposes of the City of Tamarac FTE: Two (2) part-time or Three (3) full-time = One Full Time Equivalent (FTE)

GAAP (Generally Accepted Accounting Principles) GAAP is the uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

GO BOND (General Obligation Bond) This type of bond is backed by the full faith, credit and taxing power of the government. It requires voter approval and a debt millage is levied to pay interest and principal.

GFOA (Government Finance Officers Association) Government Finance Officers Association is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.

MPC (Multi Purpose Center) The City's multi-purpose facility located at 7501 N University Drive.

PMEDS (Performance Management and Employee Development System) The software and mechanism utilized by the City to track and assess employee performance in a "real time" easy to use electronic file.

PDCA (Plan Do Check Act) PDCA is an iterative four-step problem solving process which starts off small to test potential effects on a process, but then gradually leads to larger and more targeted change.

RCMP (Residential Construction Mitigation Program)– A program to assist homeowners to reinforce their homes. Grant funds are provided to State Regional, local governments, private non-profit agencies, and educational institutions.

R & M (Repair and Maintenance) Acronym for Repair and Maintenance, which is a description used for normal maintenance costs for equipment.

SOH (Save Our Homes) – Also known as Amendment 10, this law caps the annual increase in assessed values in homesteaded properties at a maximum of 3% or less if the CPI drops below that threshold.

SCADA (Supervisory Control and Data Acquisition) An acronym that stands for Supervisory Control and Data Acquisition. SCADA refers to a system that collects data from various sensors in remote locations and then sends this data to a central computer which then manages and controls the data.

SCBA (Self Contained Breathing Apparatus) An acronym for self contained breathing apparatus to allow firefighters to breathe breathable air while in an immediate danger atmosphere.

SCUBA (Self Contained Underwater Breathing Apparatus) An acronym for self contained underwater breathing apparatus, now widely considered a word in its own, is a form of underwater diving in which a diver uses a scuba set to breathe underwater.

TCC (Tamarac Community Center) Located at 8601 W. Commercial Boulevard. The building offers a gymnasium, meeting rooms, ballroom, arts & crafts room with kiln, and restroom/locker rooms.

TRIM (Truth in Millage) An acronym for Truth in Millage. In compliance with Florida Statutes, Truth in Millage (TRIM) notices are mailed in the fall of each year (August/September). TRIM forms notify property owners of the proposed values and millage rates for the upcoming tax bills.

GLOSSARY OF COMMONLY USED TERMS

Accrual Basis A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Activity A department effort contributing to the achievement of a specific set of program objectives; the smallest unit of the program budget.

Activity Measure Data collected to determine how effective or efficient a program is in achieving its objective.

Adopted Budget The original budget as approved by the City Commission at the beginning of the fiscal year.

Adjusted Budget A statistical construct that compensates for changes within divisions and departments between budget years.

Ad Valorem Taxes Commonly referred to as property taxes, levied on both real and personal property, according to the property's valuation and tax rate.

Advanced Life Support (ALS) A set of life saving protocols and skills that extend Basic Life Support to further support the circulation and provide an open airway and adequate ventilation (breathing).

Allot To divide an appropriation into amounts, which may be encumbered or expended during a specified period.

Amended Budget The current budget, resulting from changes to the Adopted Budget. An example of a common change would be a line item transfer of funds.

Americans With Disabilities Act (ADA) This Act prohibits discrimination against people with disabilities in employment, transportation, public accommodation, communications, and governmental activities.

Annualize Taking changes that occurred mid-year and calculating their cost for a full year, for the purpose of preparing an annual budget.

Appropriation A legal authorization to incur obligations and make expenditures for specific purposes.

Appropriation Center Resembles traditional departments

Assessed Valuation The valuation set upon real estate and certain personal property by the Property Appraiser as a basis for levying property taxes.

Asset Resources owned or held by a government that have monetary value.

Audit An examination of evidence, including records, facilities, inventories, systems, etc., to discover or verify desired information.

Authorized Positions Employee positions, which are authorized in the adopted budget, to be filled during the year.

Available (Undesignated) Fund Balance This refers to funds remaining from prior years, which are available for appropriation and expenditure in the current year.

American Recovery and Reinvestment Act (ARRA) – The American Recovery and Reinvestment Act of 2009 (ARRA) is an economic stimulus bill created to help the United States economy recover from an economic downturn that began in late 2007. Congress enacted ARRA February 17, 2009.

Balanced Budget A budget where the amount available from taxation and other sources, including amounts carried over from prior fiscal years, must equal the total appropriations for expenditures and reserves (taken from Florida Statutes 166.241(2)).

Base Budget Projected cost of continuing the existing levels of service in the current budget year.

Benchmark A point of reference from which measurements may be made. A benchmark is something that serves as a standard by which other performance indicators may be evaluated or compared.

Biennial Budget The Biennial budget consists of two one year budgets covering a period of two (2) fiscal years. This process of budgeting was introduced in the City of Tamarac in FY 2012.

Bond Contract to pay a specified sum of money (the principal or face value) at a specified future date (maturity) plus interest paid at an agreed percentage of the principal. Bonds are primarily used to finance capital projects.

Bond Refinancing The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

Budget A plan of financial activity for a specified period of time (fiscal year) indicating all planned revenues and expenses for the budget period.

Budget Calendar The schedule of key dates, which a government follows in the preparation and adoption of the budget.

Budgetary Basis This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual. The City of Tamarac uses the same budgetary and accounting basis in all funds.

Budgetary Control The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

Capital Assets Assets with at least a \$750 value and having a useful life of at least three years. Capital assets are also called fixed assets.

Capital Budget The appropriation of bonds or other revenue for capital assets, improvements to facilities, and other infrastructure.

Capital Expenditure Money spent to acquire or upgrade physical assets such as buildings and machinery - also called capital spending or capital expense.

Capital Improvements Expenditures related to the acquisition, expansion or rehabilitation of an element of the physical plant of the government--sometimes referred to as infrastructure.

Capital Improvement Project (CIP) Major construction, acquisition, or renovation activities which add value to the physical assets of a government, or significantly increase their useful life. Also called capital projects.

Capital Outlay Expenditures for fixed assets which have a value of \$750 or more and have a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

Capital Project Major construction, acquisition, or renovation activities which add value to the physical assets of a government, or significantly increase their useful life. Also called capital improvements.

Capital Project Funds Funds that account for the financial resources to be used for the acquisition or construction of major capital facilities.

Cash Basis A basis of accounting that recognizes transactions only when cash is increased or decreased.

Contributions In Aid of Construction (CIAC) Acronym for Contributions In Aid of Construction, which is a definition used for the calculation of impact fee revenues paid by developers to cover the increased capacity costs of connecting to the City's water and sewer system.

Collective Bargaining Agreement A legal contract between the employer and a verified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

Communication Services Taxes Communications Services Tax (CST) applies to telecommunications, cable, direct-to-home satellite, and related services. The CST revenues is collected and distributed by the State of Florida.

Constant or Real Dollars The presentation of dollar amounts adjusted for inflation to reflect the real purchasing power of money as compared to a certain point in time.

Consumer Price Index (CPI) A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

Contingency A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

Cost-of-Living Adjustment (COLA) An increase in salaries to offset the adverse effect of inflation on compensation.

Debt Service The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

Debt Service Funds Funds that account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Dedicated Tax A tax levied in order to support a specific government program or purpose.

Deficit The amount by which expenditures exceed revenues during a single accounting period.

Department The basic organizational unit of government that is functionally unique in its delivery of services.

Depreciation Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

Development-related Fees Those fees and charges generated by building, development, and growth in a community. Included are building and street permits, development review fees, and zoning, platting and subdivision fees.

Employee Benefits or Fringe Benefits Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included is the government's share of costs for Social Security and the various pensions, medical, and life insurance plans.

Encumbrance The contractual commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

Enterprise Funds Funds that account for operations (a) that are financed and operated in a manner similar to private business enterprises--where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

Equivalent Residential Unit (ERC) A measure used for Water and Stormwater rates. An average home equals one Equivalent Residential Unit. The E.R.C. for commercial units are calculated on a case-by-case basis.

Expenditure The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service, or settling a loss.

Expense Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest, or other charges.

Fiscal Policy A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs, and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

Fiscal Year (FY) A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. For Tamarac, this twelve-month period is October 1 to September 30.

Fixed Assets Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Full Faith and Credit A pledge of a government's taxing power to repay debt obligations.

Full Time Equivalent (FTE) A measure of the workforce utilized to arrive at the number of equivalent full-time positions rather than a simple headcount. For purposes of the City of Tamarac FTE: Two (2) part-time or Three (3) full-time = One Full Time Equivalent (FTE)

Fund A fiscal entity with revenues and expenses that are segregated for the purpose of carrying out a specific purpose or activity.

Fund Balance (Equity) The excess of the assets of a fund over its liabilities, reserves, and carry-over.

General Obligation (G.O.) Bond This type of bond is backed by the full faith, credit and taxing power of the government. It requires voter approval and a debt millage is levied to pay interest and principal.

Generally Accepted Accounting Principles (GAAP) GAAP is the uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

Government Finance Officers Association (GFOA) Government Finance Officers Association is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.

Goal A statement of broad direction, purpose, or intent based on the needs of the community.

Grants A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

General Fund The fund that accounts for all financial resources of the government, except those required to be accounted for in another fund.

Homestead Exemption Florida law provides property tax relief of \$50,000 off of the taxable value for properties that qualify. Every person who has legal or equitable title to real property in the State of Florida and who resides on the property on January 1 and in good faith makes it his or her permanent home is eligible for a homestead exemption.

Indirect Cost A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

Infrastructure The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

Inter-fund Transfers The movement of monies between funds of the same governmental entity.

Intergovernmental Revenue Funds received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

Internal Service Charges The charges to user departments for internal services provided by another government agency, such as data processing, or insurance funded from a central pool.

Internal Service Funds Funds that account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental units, on a cost reimbursement basis. As a result of the new GASB 34 rules, many municipalities have eliminated all Internal Service Funds with the exception of Risk Management.

Levy To impose taxes for the support of government activities.

Line-item Budget A budget prepared along departmental lines that focuses on what is to be bought by linking appropriations to objects of expenditure.

Long-term Debt Debt payable more than one year after date of issue.

Mill The property tax rate that is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of assessed property valuation. A mill is one-tenth of one cent.

Mission A clear and concise statement that focuses on the purpose of the program and sets program goals to align practices with values. A mission statement is an actionable plan for a program's future that includes the objectives, how these objectives will be reached, who is responsible for performance, and why the program must meet its goals.

Modified Accrual Modified accrual accounting is based on revenues being recorded when they become available and measurable (known). The term "available" means collectible within the current period or soon enough thereafter to be used to pay the liabilities of the current period. Expenditures, if measurable, are recorded in the accounting period in which the liabilities are incurred.

Multi Purpose Center (MPC) The City's multi-purpose facility located at 7501 N University Drive.

Objective Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

Object of Expenditure An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture

Obligations Amounts that a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

Operating Expenses The cost for personnel, materials and equipment required for a department to function.

Operating Revenue Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

Pay-as-you-go Basis A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

Performance Budget A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

Performance Management and Employee Development System (PMEDS) The software and mechanism utilized by the City to track and assess employee performance in a “real time” easy to use electronic file.

Performance Measure A measure of outcomes or results used to gauge the success of a program in meeting its Intended goals and objectives.

Personal Services Expenditures for salaries, wages, and fringe benefits of a government’s employees.

Plan Do Check Act (PDCA) PDCA is an iterative four-step problem solving process which starts off small to test potential effects on a process, but then gradually leads to larger and more targeted change.

Prior-year Encumbrances Obligations from previous fiscal years in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

Program A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

Program Based Budget A method of budgeting whereby the services provided to the residents are broken down in identifiable service programs or performance units. A unit can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives to effectively provide the service. Performance indicators measure the effectiveness and efficiency of providing service by the program.

Residential Construction Mitigation Program (RCMP) – A program to assist homeowners to reinforce their homes. Grant funds are provided to State Regional, local governments, private non-profit agencies, and educational institutions.

Repair and Maintenance (R & M) Acronym for Repair and Maintenance, which is a description used for normal maintenance costs for equipment.

Reserve An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose or the portion of fund balance that is legally restricted by an organization other than the City.

Resolution A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Resources Total amounts available for appropriation including estimated revenues, inter-fund transfers, and beginning balances.

Revenue All amounts of money received by a government from external sources for the purpose of financing the operations of the government.

Revenue Bond This type of bond is backed only by revenues, which come from a specific enterprise or project, such as a utility rate or gas tax.

Save Our Homes (SOH) – Also known as Amendment 10, this law caps the annual increase in assessed values in homesteaded properties at a maximum of 3% or less if the CPI drops below that threshold.

Supervisory Control and Data Acquisition (SCADA) An acronym that stands for Supervisory Control and Data Acquisition. SCADA refers to a system that collects data from various sensors in remote locations and then sends this data to a central computer which then manages and controls the data.

Self Contained Breathing Apparatus (SCBA) An acronym for self contained breathing apparatus to allow firefighters to breathe breathable air while in an immediate danger atmosphere.

Self Contained Underwater Breathing Apparatus (SCUBA) An acronym for self contained underwater breathing apparatus, now widely considered a word in its own, is a form of underwater diving in which a diver uses a scuba set to breathe underwater.

Senior Homestead Exemption Florida law provides property tax relief of an additional \$25,000 off of the taxable value for properties that qualify. The County must first adopt the provision via Ordinance. Any person who has the legal or equitable title to real estate and maintains thereon the permanent residence of the owner, who has attained age 65, and whose household income does not exceed \$20,000 (with an annual CPI increase) qualifies.

Service Lease A lease under which the lessor maintains and services the asset.

Service Level Services or products which comprise actual or expected output of a given program. Focus is on results, not measures of workload.

Source of Revenue Revenues are classified according to their source or point of origin.

Special Purpose Fund Funds that account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

TCC (Tamarac Community Center) Located at 8601 W. Commercial Boulevard. The building offers a gymnasium, meeting rooms, ballroom, arts & crafts room with kiln, and restroom/locker rooms.

Taxes Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

Temporary Positions An employee who fills a temporary or short-term position. Such employees provide contingency staffing for government operations during peak workloads, or to address temporary staffing needs. Temporary employees are paid on a per-hour basis, and do not receive benefits.

Truth in Millage (TRIM) An acronym for Truth in Millage. In compliance with Florida Statutes, Truth in Millage (TRIM) Notices are mailed in the fall of each year (August/September). TRIM forms notify property owners of the proposed values and millage rates for the upcoming tax bills.

Trust and Agency Funds Funds that account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other trust funds. These funds are not budgeted in the formal appropriation process, and are not included in the Adopted Budget document.

Unencumbered Balance The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future use.

Unreserved Fund Balance The portion of a fund's balance that is not legally restricted for a specific purpose.

User Charges The payment of a fee for direct receipt of a public service by the party who benefits from the service.

Variable Cost A cost that increases/decreases with increases/decreases in the amount of service provided such as the electric bill.

Volatility The unpredictable change over time of a certain variable.

Working Cash Excess of readily available assets over current liabilities; cash-on- hand-equivalents that may be used to satisfy cash flow needs.

City of Tamarac, Florida
Adopted Biennial Budget for FY 2012 and FY 2013

I hereby certify that this document is a true
and correct copy of _____

O-2011-11

the original of which is on file in City Hall.
WITNESS MY HAND AND OFFICIAL SEAL
OF THE CITY OF TAMARAC, FLORIDA.

This 22 day of Sept, 2011.

William Sabon Recard
for City Clerk

CITY OF TAMARAC, FLORIDA

Temp. Ord. #2232
September 14, 2011
Page 1

ORDINANCE NO. O-2011- 11

AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF TAMARAC, FLORIDA TO ESTABLISH AND LEVY AD VALOREM TAXES WITHIN THE CORPORATE LIMITS OF THE CITY OF TAMARAC, FLORIDA, FOR THE TAX YEAR 2011; PROVIDING FOR THE LEVY OF AD VALOREM TAXES IN THE AMOUNT OF 6.6850 MILLS (\$6.6850 PER \$1,000) BASED UPON THE ASSESSED VALUE ON NON-EXEMPT REAL AND PERSONAL PROPERTY LOCATED WITHIN THE CITY LIMITS OF THE CITY OF TAMARAC; PROVIDING FOR THE LEVY OF AD VALOREM TAXES IN THE AMOUNT OF .0924 MILLS (\$.0924 PER \$1,000) BASED UPON THE ASSESSED VALUE OF THE NON-EXEMPT REAL AND PERSONAL PROPERTY LOCATED WITHIN THE CITY LIMITS OF THE CITY OF TAMARAC, FOR FUNDS FOR ANNUAL DEBT SERVICE FOR THE CITY OF TAMARAC, FLORIDA GENERAL OBLIGATION REFUNDING BONDS, SERIES 1998; PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, it has been determined that a tax levy on all non-exempt real and personal property within the corporate limits of the City of Tamarac is required for operation and/or maintenance expenses of the General Fund for the 2012 Fiscal Year beginning October 1, 2011 and ending September 30, 2012; and

WHEREAS, it has been determined that a tax levy on the appropriate real and personal property within the corporate limits of the City of Tamarac is required for the annual debt service for the City of Tamarac, Florida General Obligation Refunding Bonds, Series 1998; and

WHEREAS, the City Commission, in accordance with 200.065, Florida Statutes, is required to fix ad valorem tax millage pursuant to and in accordance with

said law.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION OF
THE CITY OF TAMARAC, FLORIDA:

Section 1: That the foregoing "WHEREAS" clauses are hereby ratified and confirmed as being true and correct and are hereby made a specific part of this resolution.

Section 2: That the City Commission of the city of Tamarac does hereby establish and fix and levy ad valorem taxes for the taxable year 2011 in the amount of 6.6850 mills (\$6.6850 for each \$1,000 of assessed valuation, less exemptions). The millage rate levied is equal to the rolled-back rate of 6.6850 mills computed pursuant to Florida Law.

Section 3: That the City Commission of the City of Tamarac does hereby establish and fix and levy ad valorem taxes for the taxable year 2011 in the amount of .0924 mills (\$.0924 per \$1,000 of assessed valuation, less exemptions) and shall be used for debt retirement of the city of Tamarac, Florida, General Obligation Refunding Bonds, Series 1998, for the Fiscal Year beginning October 1, 2011, and ending September 30, 2012.

September 14, 2011
Page 3

Section 4 That the City Clerk is hereby authorized and instructed to forward the Tax Collector of Broward County, a certified copy of this ordinance.

Section 5 That the City Clerk is hereby authorized and instructed to forward the Department of Revenue of the State of Florida, a certified copy of this ordinance.

Section 6 That all ordinances or parts of ordinances in conflict herewith are hereby repealed to the extent of such conflict.

Section 7 That if any clause, section, other part or application of this ordinance is held by any court of competent jurisdiction to be unconstitutional or invalid, in part or application, it shall not affect the validity of the remaining portions or applications of this ordinance.

Section 8: That this ordinance shall become effective immediately upon its passage and adoption.

PASSED AND ADOPTED ON FIRST READING THIS 14th day of September, 2011.

PASSED AND ADOPTED ON SECOND READING THIS 21st day of September,
2011

September 14, 2011
Page 4

BY: *Pamela Bushnell*
MAYOR PAMELA BUSHNELL

ATTEST:
Peter Richardson
PETER RICHARDSON,
CRM, CMC
CITY CLERK

RECORD OF COMMISSION VOTE: 1ST Reading

MAYOR BUSHNELL	<u><i>yes</i></u>
DIST 1: COMM. SWENSON	<u><i>absent</i></u>
DIST 2: V/M GOMEZ	<u><i>yes</i></u>
DIST 3: COMM. GLASSER	<u><i>yes</i></u>
DIST 4: COMM. DRESSLER	<u><i>yes</i></u>

I HEREBY CERTIFY that
I have approved this
ORDINANCE as to form:

Julie Klahr
jen SAMUEL S. GOREN
CITY ATTORNEY

RECORD OF COMMISSION VOTE: 2ND Reading

MAYOR BUSHNELL	<u><i>yes</i></u>
DIST 1: COMM. SWENSON	<u><i>yes</i></u>
DIST 2: V/M GOMEZ	<u><i>yes</i></u>
DIST 3: COMM. GLASSER	<u><i>yes</i></u>
DIST 4: COMM. DRESSLER	<u><i>yes</i></u>

City of Tamarac, Florida
Adopted Biennial Budget for FY 2012 and FY 2013

I hereby certify that this document is a true
and correct copy of _____

O-2011-12

the original of which is on file in City Hall.
WITNESS MY HAND AND OFFICIAL SEAL
OF THE CITY OF TAMARAC, FLORIDA.

This 22 day of Sept, 2011.

William Labov, Rec. Coord.
for City Clerk

Temp. Ord. #2233
September 14, 2011
Page 1

CITY OF TAMARAC, FLORIDA

ORDINANCE NO. O-2011- 12

AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF TAMARAC, FLORIDA, ADOPTING THE OPERATING BUDGET, REVENUES AND EXPENDITURES, THE CAPITAL BUDGET, AND THE FINANCIAL POLICIES FOR THE FISCAL YEAR 2012; REPEALING ALL ORDINANCES IN CONFLICT WITH THIS ORDINANCE; PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the City Manager of the City of Tamarac, Florida, has presented to the City Commission the proposed operating budget, revenues and expenditures and capital budget as estimated for the Fiscal Year 2012, all as required by Section 7.02 of the Charter of the City; and

WHEREAS, the City Commission in duly called public meetings, reviewed the budget and, having made certain amendments thereto, adopted a tentative budget; and

WHEREAS, the City Commission authorized Public Hearings for September 14, 2011, at 7:00 p.m. and September 21, 2010, at 5:05 p.m. at the Tamarac City Hall, 7525 N..W. 88th Avenue, Tamarac, Florida, and has caused notice of same to be published in a newspaper of general circulation in the City of Tamarac according to law; and

WHEREAS, the City Commission has determined the amount of money which must be raised to conduct the affairs of the municipality for the Fiscal Year 2012 so that the business of the municipality may be conducted on a balanced budget, and has also determined the amount necessary to be raised by ad valorem taxes upon all of the property, real and personal, within the corporate limits of the City of Tamarac; and

WHEREAS, the City Manager recommends the proposed budget for Fiscal Year 2012 be adopted; and

WHEREAS, the City Commission of the City of Tamarac deems it to be in the best interest of the citizens and residents of the City of Tamarac to approve the budget for Fiscal Year 2012.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF TAMARAC, FLORIDA:

Section 1: That the foregoing "WHEREAS" clauses are hereby ratified and confirmed as being true and correct and are hereby made a specific part of this ordinance.

Section 2: That the City of Tamarac, Florida operating budget, revenues and expenditures, and the Capital Budget for the Fiscal Year 2012, as provided for in Attachment A, and by this reference made a part thereof, be and the same is hereby adopted.

If at any time during the fiscal year it appears probable that the revenues available will be insufficient to meet the amount appropriated, the City Commission shall then take such further action as necessary to prevent or minimize any deficit and for that purpose it may by ordinance reduce one or more appropriations.

No appropriation for debt service may be reduced or transferred, no appropriation may be reduced by any amount required by law to be appropriated or by more than the amount of the unencumbered balance thereof.

Section 3: That the City Manager, in accordance with Section 7.10 (d) of the City Charter, is authorized to make transfers within departments, and with the approval of the City Commission, transfer funds between departments, as is permitted by law.

Section 4: That when the City of Tamarac receives monies from any source, be it private or governmental, by Grant, gift, or otherwise, to which there is attached as a condition of acceptance, or any limitation regarding the use of or expenditure of the monies received, the funds so received shall be accepted by the City Commission and

incorporated and appropriated in the budget by amendment, as required by law.

Section 5: That every appropriation, except an appropriation for a multi-year capital improvement or multi-year grant program, shall lapse at the close of the fiscal year to the extent that it has not been expended or encumbered. An appropriation for a multi-year capital improvement or multi-year grant program shall continue in force until the purpose for which it was made has been accomplished or abandoned; the purpose of any such appropriation shall be deemed abandoned if three (3) years pass without any disbursement from or encumbrance of the appropriation

Section 6: That the Financial Policies, as provided for in Attachment B, are hereby adopted. A copy of the Financial Policies is attached hereto and incorporated herein by reference.

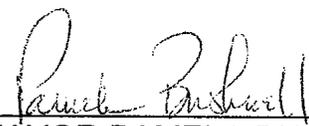
Section 7: That all Ordinances or parts of Ordinances in conflict herewith are hereby repealed to the extent of such conflict.

Section 8: That if any provision of this Ordinance of the application thereof to any person or circumstance is held invalid, such invalidity shall not affect other provisions or applications of this ordinance than can be given affect without the invalid provision or application, and to this end the provisions of this Ordinance are declared to be severable.

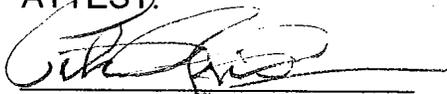
Section 15: That this Ordinance shall become effective immediately upon its passage and adoption.

PASSED, FIRST READING, 14th _____ DAY OF September, 2011.

PASSED, SECOND READING, 21st _____ DAY OF September, 2011.

BY: 
MAYOR PAMELA BUSHNELL

ATTEST:



PETER RICHARDSON,
CRM, CMC
CITY CLERK

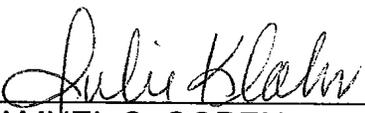
RECORD OF COMMISSION VOTE: 1ST Reading

MAYOR BUSHNELL	<u>yes</u>
DIST 1: COMM. SWENSON	<u>absent</u>
DIST 2: V/M GOMEZ	<u>yes</u>
DIST 3: COMM. GLASSER	<u>yes</u>
DIST 4: COMM. DRESSLER	<u>yes</u>

I HEREBY CERTIFY that
I have approved this
ORDINANCE as to form:

RECORD OF COMMISSION VOTE: 2ND Reading

MAYOR BUSHNELL	<u>yes</u>
DIST 1: COMM. SWENSON	<u>yes</u>
DIST 2: V/M GOMEZ	<u>yes</u>
DIST 3: COMM. GLASSER	<u>yes</u>
DIST 4: COMM. DRESSLER	<u>yes</u>


for SAMUEL S. GOREN
CITY ATTORNEY

City of Tamarac, Florida
Adopted Biennial Budget for FY 2012 and FY 2013

**CITY OF TAMARAC, FLORIDA
FY 2012 ADOPTED BUDGET
ATTACHMENT TO TEMPORARY ORDINANCE 2233**

FUND	FY 2012 BUDGET ORDINANCE TO 2233
General Fund	
Revenues	
Taxes	\$ 24,369,556
Licenses & Permits	5,008,226
Intergovernmental Revenue	6,361,180
Charges for Services	1,029,150
Fines & Forfeitures	439,000
Miscellaneous	1,121,500
Appropriated Fund Balance	3,144,432
Other Sources	4,625,710
Total General Fund Revenue	\$ 46,098,754
Expenditures	
City Commission	\$ 712,432
City Manager	1,474,045
City Attorney	415,670
City Clerk	574,424
Finance	2,638,901
Human Resources	1,005,266
Community Development	1,411,399
Police	11,711,836
Public Works	6,958,889
Parks & Recreation	4,055,128
Information Technology	1,597,132
Non-Departmental	13,543,632
Total General Fund Expenditures	\$ 46,098,754
Fire Rescue Fund	
Revenues	
Intergovernmental Revenue	\$ 38,280
Emergency Service Fees	2,000,000
Fire Protection Services	240,000
Investment Income	16,000
Special Assessment	10,471,708
Operating Transfers In	5,970,102
Total Fire Rescue Fund Revenue	\$ 18,736,090
Expenditures	
Personal Services	\$ 15,074,845
Other Operating Charges	1,044,785
Capital Outlay	90,000
Other Uses	2,286,460
Debt Service	220,000
Reserves	20,000
Total Fire Rescue Fund Expenditures	\$ 18,736,090
Drainage Retention Fund	
Revenues	
Appropriated Fund Balance	\$ 244,674
Total Drainage Retention Revenue	\$ 244,674
Expenditures	
Reserve	\$ 244,674
Total Drainage Retention Expenditures	\$ 244,674

City of Tamarac, Florida
Adopted Biennial Budget for FY 2012 and FY 2013

CITY OF TAMARAC, FLORIDA
FY 2012 ADOPTED BUDGET
ATTACHMENT TO TEMPORARY ORDINANCE 2233

FUND	FY 2012 BUDGET ORDINANCE TO 2233
Parks & Recreation Fund	
<u>Revenues</u>	
Appropriated Fund Balance	271,421
Total Parks & Rec Revenue	\$ 271,421
<u>Expenditures</u>	
Reserve	\$ 230,921
Transfer Out	40,500
Total Parks & Rec Expenditures	\$ 271,421
Trafficways Improvement Fund	
<u>Revenues</u>	
Appropriated Retained Earnings	\$ 1,032,377
Total Trafficways Improvement Revenue	\$ 1,032,377
<u>Expenditures</u>	
Reserve	\$ 1,032,377
Total Trafficways Improvement Expenditures	\$ 1,032,377
Public Art Fund	
<u>Revenues</u>	
Charges for Service	\$ 35,000
Interest Income	10,000
Appropriated Fund Balance	1,548,470
Total Public Art Fund Revenues	\$ 1,593,470
<u>Expenditures</u>	
Contingency	\$ 1,590,870
Reserve	2,600
Total Public Art Fund Expenditures	\$ 1,593,470
Local Option Gas Tax 3-Cents Fund	
<u>Revenues</u>	
Taxes	\$ 442,574
Appropriated Fund Balance	435,600
Total Local Option Gas Tax Revenue	\$ 878,174
<u>Expenditures</u>	
Reserve	\$ 878,174
Total Local Option Gas Tax Expenditures	\$ 878,174
Building Fund	
<u>Revenues</u>	
Licenses & Permits	\$ 1,753,000
Charges for Services	8,500
Fines & Forfeitures	75,000
Interest Income	500
Transfers in	198,648
Total Building Fund Revenues	\$ 2,035,648

City of Tamarac, Florida
Adopted Biennial Budget for FY 2012 and FY 2013

CITY OF TAMARAC, FLORIDA
FY 2012 ADOPTED BUDGET
ATTACHMENT TO TEMPORARY ORDINANCE 2233

FUND	FY 2012 BUDGET ORDINANCE TO 2233
<u>Expenditures</u>	
Personal Services	\$ 1,484,138
Operating Expenses	190,070
Other Uses	361,440
Total Building Fund Expenditures	\$ 2,035,648
Community Development Block Grant (CDBG) Fund	
<u>Revenues</u>	
Grant Revenues	\$ 377,497
Total CDBG Revenues	\$ 377,497
<u>Expenditures</u>	
Personal Services	\$ 116,717
Operating Expenses	260,780
Total CDBG Expenditures	\$ 377,497
Home (HUD) Fund	
<u>Revenues</u>	
Grant Revenues	\$ 120,000
Total Home Revenues	\$ 120,000
<u>Expenditures</u>	
Operating Expenses	\$ 115,000
Reserves	5,000
Total Home Expenditures	\$ 120,000
CDBG Disaster Recovery Fund	
<u>Revenues</u>	
Appropriated Fund Balance	\$ 13,500
Total CDBG Disaster Recovery Revenues	\$ 13,500
<u>Expenditures</u>	
Reserves	\$ 13,500
Total CDBG Disaster Recovery Expenditures	\$ 13,500
Woodlands Neighborhood Improvement District Fund	
<u>Revenues</u>	
Appropriated Fund Balance	\$ 14,721
Total Woodlands Neighborhood Improv. District Fund Revenues	\$ 14,721
<u>Expenditures</u>	
Operating Expenses	\$ 14,721
Total GO Debt Service Expenditures	\$ 14,721
General Obligation (GO) Debt Service	
<u>Revenues</u>	
Taxes	\$ 220,329
Interest Income	600
Appropriated Fund Balance	33,271
Total GO Debt Service Revenues	\$ 254,200

City of Tamarac, Florida
Adopted Biennial Budget for FY 2012 and FY 2013

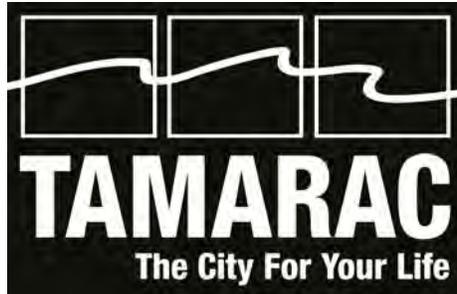
CITY OF TAMARAC, FLORIDA
FY 2012 ADOPTED BUDGET
ATTACHMENT TO TEMPORARY ORDINANCE 2233

FUND	FY 2012 BUDGET ORDINANCE TO 2233	
Expenditures		
Debt Service	\$	254,200
Total GO Debt Service Expenditures	\$	254,200
Revenue Bond Fund		
Revenues		
Miscellaneous	\$	147,000
Operating Transfers In		2,672,600
Total Revenue Bond Fund Revenues	\$	2,819,600
Expenditures		
Debt Service	\$	2,819,600
Total Revenue Bond Fund Expenditures	\$	2,819,600
Capital Equipment Fund		
Revenues		
Interfund Transfers	\$	2,441,000
Total Capital Equipment Fund Revenues	\$	2,441,000
Expenditures		
Capital Outlay	\$	708,500
Contingency		1,732,500
Total Capital Equipment Fund Expenditures	\$	2,441,000
General Capital Improvements Fund		
Revenues		
Investment Income	\$	90,000
Appropriated Fund Balance		1,625,900
Operating Transfers In		40,500
Total Gen. Capital Improvements Revenues	\$	1,756,400
Expenditures		
Operating Expenses	\$	300,000
Capital Outlay		1,306,400
Contingency		150,000
Total Gen. Capital Improvements Expenditures	\$	1,756,400
Public Service Facilities Fund		
Revenues		
Intergovernmental	\$	750,000
Interest Income		25,000
Appropriated Fund Balance		1,195,000
Total Public Service Facilities Revenues	\$	1,970,000
Expenditures		
Capital Outlay	\$	1,945,000
Contingency		25,000
Total Public Service Facilities Expenditures	\$	1,970,000
CIP 05 Revenue Bond Fund		
Revenues		
Interest Income	\$	20,000
Total CIP 05 Revenue Bond Fund Revenues	\$	20,000

City of Tamarac, Florida
 Adopted Biennial Budget for FY 2012 and FY 2013

CITY OF TAMARAC, FLORIDA
 FY 2012 ADOPTED BUDGET
 ATTACHMENT TO TEMPORARY ORDINANCE 2233

FUND	FY 2012 BUDGET ORDINANCE TO 2233
Expenditures	
Reserves	\$ 20,000
Total CIP 05 Revenue Bond Fund Expenditures	\$ 20,000
Stormwater Management Fund	
Revenues	
Stormwater Drainage Fees	\$ 5,102,400
Investment Income & Misc Rev	110,000
Total Stormwater Management Revenues	\$ 5,212,400
Expenses	
Personal Services	\$ 1,665,458
Operating Expenses	1,973,132
Capital Outlay	894,575
Debt Service	404,100
Contingency	237,435
Reserves	37,700
Total Stormwater Management Expenses	\$ 5,212,400
Utilities Fund	
Revenues	
Water Revenues	\$ 7,685,772
Sewer Revenues	12,905,875
Late Charges	150,000
Charges for Services	407,500
Miscellaneous	8,000
Investment Income	105,000
Total Utilities Fund Revenues	\$ 21,262,147
Expenses	
Personal Services	\$ 5,412,494
Operating Expenses	11,673,445
Capital Outlay	2,731,750
Debt Service	904,400
Contingency	381,458
Reserves	158,600
Total Utilities Fund Expenses	\$ 21,262,147
Risk Management Fund	
Revenues	
Charges for Services	\$ 1,222,616
Miscellaneous	65,000
Appropriated Fund Balance	1,309,404
Total Risk Management Fund Revenues	\$ 2,597,020
Expenses	
Personal Services	\$ 369,224
Operating Expenses	1,977,796
Contingency	250,000
Total Risk Management Fund Expenses	\$ 2,597,020
Total FY12 Budget	\$ 109,734,372



Did you know???

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to the City of Tamarac for its annual budget for the fiscal year beginning October 1, 2010.

In order to receive this award, a governmental entity must publish a budget document that meets stringent program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

This is the 14th consecutive year that the City of Tamarac has received this distinguished and notable award.